

CAO

Employment Guide Second Edition, 2025



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About this publication

The Ontario Municipal Administrators' Association (OMAA) and the Ontario Municipal Human Resources Association (OMHRA) believe that a structured approach to CAO recruitment, mutual agreement on roles and responsibilities, well-defined employment terms, and a robust performance review process foster a productive relationship between Councils and their CAOs. This enhances the ability of both Councils and their CAO to work together to deliver good governance for Ontario municipalities.

This guidebook is intended to provide Mayors and Councillors, Human Resource (HR) Directors, and Chief Administrative Officers (CAOs) with practical tips regarding the recruitment, employment, and performance review process for the CAO (or City/Region/Town/County Manager).

This second edition includes new information for Strong Mayor municipalities as well as:

- guidance in the recruitment process for the position of CAO.
- assistance in developing a clear understanding of roles and responsibilities.
- suggestions, forms, and alternatives when considering contractual terms.
- options and best practices for CAO performance evaluations.
- suggested modifications and scalable alternatives to accommodate all sizes of municipalities.
- suggestions for when Councils and CAOs should consider retaining external assistance in the CAO placement process.

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Introduction

Most municipalities in Ontario operate within a Council-Manager form of government where the Council sets policy and direction, and ensures mechanisms are in place for the effective operation of municipal services. Council also provides leadership and vision for the community. A municipal CAO is often described as Council's only "direct report." CAOs are typically vested with full managerial authority relating to the daily operation of municipal government, including managing its staff and resources, although Councils can limit this authority through by-laws.

In the Strong-Mayor system, the Head of Council has additional powers and duties with respect to determining the organizational structure for the municipality and enacting the budget. The traditional reporting structure in the Council-Manager form (CAO to Council) is altered by delegating the authority of the municipality to appoint and assign additional duties to the CAO away from Council and to the Mayor directly.

Municipal administration is responsible for implementing Council's objectives, delivering high-quality municipal services to residents and businesses, managing employees, and being accountable for performance. The CAO is the typical head of this administration. Good governance at the municipal level depends on a strong relationship between Councils/Mayors and their CAOs that should:

- be grounded by a thoughtful, equitable, and transparent recruitment process,
- thrive on a mutual respect and clear understanding of each other's roles and responsibilities, and
- deliver efficient and effective services for the taxpayer.

Most Mayors and Councillors will have little or no experience with CAO recruitment processes. Without proper guidance, this lack of experience can lead to inconsistent or ineffective hiring practices. Establishing a clear, standardized recruitment process helps ensure the selection of a qualified and well-suited CAO.



Setting the Stage for a Successful Recruitment

The goal of a CAO recruitment process should be good governance for the municipality. Municipal Councils have a role to ensure peace, order, and good governance of their respective municipality. Good governance includes:

- rule of law in line with municipal powers
- accountability and transparency
- responsiveness
- consensus orientation
- equity, diversity, and inclusion
- effectiveness and efficiency

While a Council's main responsibilities are to set the overall strategic directions and goals for the municipality, the CAO plays a different role. A CAO focuses on Council-directed policy implementation and operational matters. When both parties are working together, these are complementary objectives.

The hiring of a CAO is a key component of good governance. Developing a job description and an interview process based on the concept of good governance helps narrow the field of CAO candidates suitable for their municipality. A successful CAO recruitment hinges on a well-planned outreach and attraction strategy that begins long before the recruitment process starts. Effective outreach involves engaging with potential candidates through a variety of channels (such as industry networks, professional associations, and social media) to ensure that the search reaches a broad pool of qualified and diverse candidates.

The municipal brand should be a driving force in attracting top talent. This is where a targeted, transparent communication strategy becomes vital. Maintaining a strong employer brand throughout the recruitment process ensures candidates remain engaged and excited about the opportunity. Municipalities are advised to highlight their organization's commitment to leadership development, work-life balance, and innovation. Personalized outreach and communication help foster relationships with potential candidates, providing them with a sense of connection to the organization.



Understanding the CAO's Role

The Ontario Municipal Act, Section 229 provides for the establishment of a Chief Administrative Officer (CAO) position as the head of local government administration. A CAO is responsible to Council to administer the business affairs of the community in accordance with the policies and plans established and approved by Council.

The CAO has a critical responsibility to provide the highest-quality professional advice on behalf of the administration to Council, to enable informed decision making, to mitigate risk, and to ensure successful implementation of Council's direction. Appendix 1 contains a suggested description of the CAO's duties.

The CAO in the Council-Manager form of government is accountable to the Mayor and Council. While direct reporting may vary from municipality to municipality, it is important that Councillors agree on how communication should be managed between elected officials and the CAO. Council had the ability to delegate the sole authorization for the hiring and selection process to the Mayor, but the norm is for a committee of Councillors, or Council as a whole, to be engaged in the hiring process. The CAO is the only staff that Council is directly responsible for hiring and managing performance in Council-Manager municipalities. All other staff will typically report directly to the CAO.

The CAO in the Strong Mayor form of government is accountable to the Mayor. The Mayor has the power to appoint the CAO, propose the annual budget, and to determine the municipality's organizational structure. The Mayor also has the power to hire or dismiss a "head of any division or the head of any other part of the organizational structure" excluding statutory positions such as Clerk, Treasurer, Fire Chief, Chief Building Officer, etc. By delegating authority to the Mayor to hire and dismiss division heads, these employees may feel that they effectively report to the Mayor. In addition, Strong Mayors can also direct staff (in writing) to do certain things (undertake research and provide advice) related to their additional powers and duties.

Delegation of Certain Powers


A head of Council with Strong Mayor powers may (and we believe should) choose to delegate certain powers to Council. These include:

- Appointing a CAO; and
- Creating, assigning functions and appointing chairs of committees of Council.
- Certain Strong Mayor powers can be delegated to either Council or the municipality's CAO, including: (a) Hiring certain municipal division heads; and (b) Changing the organizational structure of a municipality.

Whether a municipality has Strong Mayor powers or not, ultimately, the CAO's role in advising on and implementing Council decisions does not change. However, CAOs operating in municipalities without Strong Mayor powers retain their ability to hire and manage the performance of municipal staff, to the extent this authority has been delegated to them by Council.

CAOs occupy a pivotal role in organizational leadership, particularly in guiding and supporting employees toward the achievement of strategic objectives. As stewards of internal operations, CAOs ensure that the workforce remains aligned with the organization's mission, fostering a culture of excellence, collaboration, and accountability. Through the development and implementation of clear policies, effective communication channels, and performance management frameworks, they create an environment where employees are empowered to contribute meaningfully and operate at a high standard. CAOs are instrumental in navigating organizational change, enhancing employee engagement, and maintaining operational cohesion across diverse departments. Their leadership not only strengthens individual and team capabilities but also fortifies the organization's ability to adapt, innovate, and sustain long-term success.

Once a CAO is chosen, a municipality generally passes a bylaw, a sample of which is found in Appendix 3



Recruitment of a CAO

In the Council-Manager form of government, Council determines the criteria for the recruitment and selection as well as the specific terms in the offer of employment.

In a Strong Mayor form of government, the CAO is typically appointed directly by the Mayor rather than selected by the Council. The Mayor, who holds significant executive authority like a CEO, recruits the CAO to assist in managing the day-to-day operations of the municipality, implement policies, and oversee employee performance. The recruitment process may involve a formal search—sometimes supported by an executive search firm—but ultimately, the CAO serves at the pleasure of the Mayor.

When the CAO position becomes vacant, Council may consider the following:

- What will be the impact of the CAO vacancy on any ongoing critical projects?
- Who will be involved in the recruitment process?
- Should all Councillors contribute to a CAO core competency listing?
- Should an interim or acting CAO be appointed?
- Should the search for candidates be regional, provincial, or national?
- If there is a succession management plan in place?
- How will internal candidates for the position be managed?
- Is the preference for a change agent CAO versus a status quo CAO?
- What are the desired qualifications and attributes of the next CAO?

Council may also consider whether the CAO vacancy should be limited to internal, previously identified high-profile candidates. This approach works best in situations where a municipality has demonstrated a robust succession planning program that has identified high-potential regional candidates. In this case, candidate skills and competencies are measured against those required for the CAO position and individual development plans including regular reviews and assessments.

Recruitment options

One of the first priorities in a CAO recruitment process is to decide what role the Mayor and Councillors will play in the recruitment and selection of a new CAO.

There are three common options:

- selection committee of Council
- Council as a whole
- selection by the Mayor

Selection Committee of Council

A Council may wish to delegate the selection and recruitment process to a smaller committee of Council, usually consisting of the Mayor and chairs of standing committees, or by nominating members of Council to the selection committee.

Councils with more than five members may prefer this option rather than requiring all members be involved in the recruitment process. The selection committee usually conducts the first and second interviews and brings a recommendation back to the full Council for approval and ratification. This option has variations, including having the selection committee conduct interviews and inviting finalist candidates for a final interview prior to a Council vote to hire a new CAO.

Council as a Whole

Council may determine that the full Council needs to be included in the recruitment and selection process. This option may work well for Councils with five or fewer members.

Selection by the Mayor

Councils in the Council-Manager system may choose to delegate the sole authorization for the hiring process and selection to the Mayor. The Mayor in a Strong Mayor system may decide to utilize their power to unilaterally appoint a CAO. However, this option is not as inclusive as one involving Councillors and may be seen as contrary to the underlying intent of the Municipal Act and good governance generally.

Council resources for the recruitment and selection of a CAO

Recruiting a CAO can be an in-depth exercise where Councils will want to seek expert guidance, including the services of an:

- executive search firm
- independent HR consultant or CAO recruitment specialist
- internal HR consultant

Executive search firm

The services of an executive search firm are helpful when the municipality wishes to seek candidates who may not be actively looking at position advertisements.

Search firms are usually contracted through an RFP or expression-of-interest process. Requirements for a search firm may include experience recruiting CAO positions, experience in senior-level recruitment in the municipal sector, familiarity with EDI principles, and/or knowledge of the municipality.

An executive search firm works with the municipality to confirm the CAO profile, position competencies, and search strategy. The firm screens prospective candidates and develops a short list of candidates to be interviewed by the appropriate Council members.

The search firm usually manages all logistics associated with the recruitment, including setting up and participating in interviews, conducting reference and background checks, and providing further testing and evaluations as required. The firm may also make the offer of employment to the successful candidate on behalf of the municipality.

Search firms offer the advantage of extensive contact networks and typically have staff available to manage the logistical aspects of the recruitment process. Expect to pay between 25% and 30% of an annual CAO salary for a successful search. A contract with an executive search firm should include terms to cover instances where the search is unsuccessful and the successful candidate leaves the municipality for any reason before a predetermined period of time.

Independent HR consultant

An independent HR consultant or CAO recruitment specialist can help undertake the recruitment and selection of a new CAO. Like an executive search firm, the consultant would generally complete similar search strategies and assessments of candidate competencies. Independent consultants should have experience with this type of recruitment, a proven record of success, and follow standard procurement procedures.

Internal HR department

Municipalities may choose to use their internal HR department to conduct the recruitment process for a new CAO. This would typically be done by the HR Director or the person in charge of staffing and recruitment. Using internal expertise saves municipalities the expense involved in hiring an executive search firm or an independent HR consultant and can be effective if there is a strong leadership succession planning program in place to source candidates. However, municipalities using internal staff may not benefit from as wide an applicant pool. Internal resources may not be able to provide the same number of direct contacts that search firms or independent HR consultants would have. Where internal HR positions do not exist within the municipality, it is common to approach neighbouring towns or cities with larger organizations to seek HR support for the recruitment process.



Managing during the CAO Vacancy Period

Council may choose one of the following options to fill the position on a temporary basis:

- Council may request that a member of the senior management team fulfill the duties of the CAO on an acting basis.
- Council may request members of the senior management team to rotate into the acting CAO chair for an agreed-upon time.
- Council may enter into a contract to appoint an external interim CAO to perform the duties of the CAO on a full-time, temporary basis until a permanent CAO is hired.

Appointing either an acting or interim CAO provides the necessary time to determine a more specific mandate for the next CAO and to develop the recruitment and selection process. A bylaw may be required to make a temporary appointment.

Appointing an Acting CAO

Appointing an internal candidate to the role of Acting CAO may allow an opportunity to test skills and performance that may not ordinarily be obvious. Internal candidates have the local knowledge and, in most instances, assist with maintaining momentum on key projects. On the other hand, appointing an internal acting CAO can create the expectation that person is a preferred candidate. If this person is not offered the permanent position, the appointment may create morale issues and tension between the former acting CAO and the newly hired permanent CAO. Council may also choose to have senior management of the municipality rotate through the acting CAO role and/or may choose individuals who do not have an interest in the role on a permanent basis.

Appointing an Interim CAO

Council might want to engage an external interim CAO on a temporary contract basis when it feels a new direction or significant organizational change is required. Interim CAOs can bring a fresh perspective and offer advice and recommendations for Council consideration. An Interim CAO can often make difficult decisions that will set the stage for a “clean start” by the next CAO. An interim CAO can also bring an unbiased perspective to the recruitment process. OMAA provides an updated list of available Interim CAOs for consideration.

CAO position profile and core competencies

CAO candidates should demonstrate a strong record of leadership in complex, multi-stakeholder organizations, with broad and progressive executive experience.

A position profile should be developed and referenced for transparency to Council and the community regarding the attributes desired when recruiting a new CAO. This helps ensure the success of the recruited candidate. Appendix 1 can be used or modified to meet the unique requirements of any Ontario municipality.

Developing a CAO profile is a consultative process that should include feedback from all members of Council and senior municipal management to balance the role’s dual focus on political demands and administrative responsibility. The CAO profile forms the basis on which to assess potential candidates at each stage of the recruitment and selection process. Selection committees may also refer to Appendix 2.

Be sure to review and update the current CAO job description to align with the responsibilities outlined in the profile.

The job posting should feature key municipal strategies, CAO competencies, and a welcoming overview of the community to attract top candidates.

Examples of current CAO Postings can be found on the [OMAA Job Board](#).





CAO Offer of Employment

An employment contract is essential for establishing clear, mutual expectations between the municipality and the CAO. It defines the rights and responsibilities of both parties and outlines the terms and conditions of employment.

Key benefits of an employment contract include:

- Clear and transparent expectations for both the municipality and the CAO
- Well-defined terms and conditions of employment
- A demonstration of professional and transparent governance
- Fair and equitable treatment by documenting mutual interests
- Specific details regarding employment arrangements
- A reference point for resolving disputes
- A foundation for a positive and professional working relationship

Employers usually feel that an employment agreement creates an enhanced degree of organization and structure in the work relationship. For employees, an employment agreement can provide a sense of stability and security, especially if the agreement lists the time frame for the period of employment.

A sample contract is included in Appendix 4 and is also available on the OMAA Member Library for reference. This should only be used in tandem with seeking the appropriate advice from human resources and legal experts.

Many items in the employment contract are negotiable and subject to unique conditions in each municipality including past practices, precedents, affordability, non-union compensation policy (where it exists or where applicable), and the willingness to attract a candidate.

Notable examples within the employment contract that may vary or represent a menu of options to consider are:

- Duration of contract. Though not a requirement for employment contracts, often CAO contracts are between three and five years, although some contracts may be subject to annual renewal. Restrictive contracts may impact on the ability to attract a suitable candidate.
- Salary. Typically, the salary range for a CAO is determined using market comparisons. An exception to this may be where the position sits within the municipality's non-union salary structure. A successful candidate's starting salary is subject to negotiation between the CAO candidate and the municipality.

Salary Considerations

Factors to consider when determining a CAO salary could include:

- size of municipality
- organization structure and scope of services (tier)
- average family income for residents within the municipality
- number of employees working for the municipality
- operating budget size
- geographic location, employment market, labour pool or market competition within a defined number of kilometers of the municipality

Options for CAO salary may include:

- fixed salary for the duration of the contract
- starting salary with increases determined by the municipality's non-union compensation policies or as negotiated in the employment contract
- eligibility for any Council-approved increases provided across the board for non- union employees
- in cases where a CAO candidate is in receipt of an OMERS pension, negotiation terms to increase the salary equal to the employer's portion of the OMERS contribution; or
- cash in lieu of benefits where the CAO already has a benefit program.

Employment Contract Terms may include:

- effective date
- term of agreement
- duties
- adherence to municipal policies
- remuneration inclusive of salary, car allowance, parking
- applicable moving allowance
- professional memberships
- expectation of confidentiality
- vacation/overtime allotments
- termination
- voluntary resignation
- return of property
- severability and financial entitlement
- release and acknowledgement
- assignment of rights
- notices
- applicable law
- recommendation to seek independent legal advice

Non-salary Contract Options

Some common options here include:

- A vehicle lease on behalf of the employee. This is a matter subject to negotiation and preferences of the CAO and the municipality.
- A moving allowance may be provided to entice the CAO to move to the municipality.
- Typically vacation and overtime allotment is negotiated between the parties. The municipality will often refer to its current policies for vacation and overtime that are provided to non-union employees and/or senior management.

Attachments and Schedules to the CAO employment contract

Several attachments or schedules may be sent with an employment contract, including:

- CAO position description and/or profile
- Applicable municipal policies, where applicable, such as Conflict of Interest, Standard of Behaviour, non-union compensation, taxable benefit information, benefits policies and pay-for-performance.

Termination options

Councils should consider what would happen in the event a CAO does not work out and it is advisable to consider outlining termination options.

In cases of termination without cause, it is imperative that these terms of the contract be explicit and detailed so that both the Council and CAO are fully aware of payments that will follow said termination. These requirements call for payments to follow employment standards notice and severance provisions, as well as common law requirements. Many factors, however, have influenced precedence in recent years such that the above would likely not be sufficient or defensible in terms of a severance payment. Severance options have many components and potential CAOs should seek legal advice before agreeing to a contract.

Independent legal advice

CAO employment contracts must provide an opportunity for the CAO to obtain independent legal advice when reviewing and deciding to sign the employment contract.

An employment contract is a legal document that effectively binds the municipality and the CAO to the terms and conditions of employment for the duration of the contract. Both the legal rights of the municipality and the CAO are protected when an employment contract is reviewed by the CAO's independent legal services counsel.

Municipalities may also want to consider using independent legal counsel to negotiate the terms and conditions of the contract with the CAO. A municipality could also use the person in charge of HR, as that person should have sufficient knowledge of employment law requirements to represent the municipality.





CAO Performance Review

Council's active involvement in evaluating the performance of their CAO is critical. Effective performance management can produce:

- a rare opportunity for frank exchanges between the CAO and Council.
- enhanced understanding of the support that both parties need to meet the requirements of their roles and responsibilities.
- improved business results.
- an empowered and engaged CAO.
- insight into a CAO's skills and abilities.
- ability to provide the CAO with the direction, feedback and development they need to succeed.
- an opportunity for celebration on reaching mutual goals.
- course corrections if both parties have a different understanding regarding meeting job expectations and objectives. This is the opportunity to discuss and reach mutual agreement for moving forward.

It is best practice that the head of a municipality reviews the performance of the CAO at least annually. This review is often performed by a designated committee of Councillors, who sit on a CAO performance review committee chaired by the Mayor. Smaller Councils may also elect to conduct the performance review of the CAO in a committee-of-the-whole setting.

The performance evaluation should be conducted in a manner consistent with the performance evaluation process employed for all senior managers of the municipality. The completed written performance evaluation should be confidential and include goals and expectations for the following year.

Either the senior internal head of HR or an external HR consultant should assist the Council team in managing the review process or gathering confidential feedback from members of Council. The Clerk may also assist in this process. More expansive processes can include staff and stakeholders. This is not typical but can be beneficial for those Council members who do not spend time directly with the CAO.

The responsibilities of a CAO performance review committee often includes:

- establishing the process for the annual review of the performance of the CAO including the frequency of performance check-ins,
- orienting members of Council on the CAO performance review process,
- recommending changes to the CAO performance review process,
- establishing the annual CAO objectives,
- establishing an annual professional development plan in cooperation with the CAO, and
- recommending to Council any changes to CAO compensation, depending on the terms and conditions of the CAO employment contract, following the performance appraisal process.

Councils can also consult the comprehensive CAO Performance Evaluation Toolkit developed by the Canadian Association of Municipal Administrators (CAMA) and/or Appendix 5.

Appendix 1:

CAO Position Description

Position Title: Chief Administrative Officer (CAO)

Community Profile

The Municipality of [Name] is a progressive, mixed urban-rural municipality located in the heart of [area], approximately xx kilometres from the City of xx. Home to a population of xx and growing, xx features a blend of thriving urban settlements and a prosperous xx sector. The Township includes xx and xx settlement areas: xx. Known for its xx, xx, and xx, the Municipality of [Name] offers residents a healthy lifestyle, a strong sense of community, xx, and xx. The Municipality of [Name] is committed to fostering a

Position Summary

The Municipality of [Name] is seeking a dynamic and visionary Chief Administrative Officer (CAO) to provide strategic leadership and deliver exceptional service to our residents. Reporting directly to the Mayor and Council, the CAO will serve as the key advisor and lead administrator, responsible for the effective coordination of municipal operations and ensuring alignment with Council's strategic priorities.

As the ideal candidate, you are an inspiring, principled, and collaborative leader with a proven track record of driving results. Whether your background is in the public or private sector, you bring exceptional communication skills, sound political acumen, and a deep understanding of community needs and municipal operations. You're known for fostering productive partnerships, motivating high-performing teams, and delivering innovative, customer-focused services that enhance community well-being in a fiscally responsible manner.

Key Responsibilities

- Provide strategic advice to Council and ensure the effective implementation of Council's priorities and policies.
- Lead and coordinate the delivery of all municipal services and programs with a focus on operational excellence, transparency, and accountability.
- Build and support a strong senior management team; foster a collaborative, inclusive, and high-performance organizational culture.
- Drive continuous improvement by championing innovative service delivery models and modern approaches to municipal operations.
- Develop and oversee operational and financial plans that support long-term sustainability and growth.
- Serve as a credible and articulate representative of the municipality in a variety of internal and external settings, including Council, community groups, other levels of government, and stakeholders.
- Build trust and rapport with Council, staff, and community members through open communication, integrity, and a shared vision for the future.

Candidate Profile

The successful candidate will demonstrate:

- **Strategic Vision & Execution:** A solid strategic thinker and planner who translates big-picture vision into actionable operational plans.
- **Leadership Excellence:** Proven ability to energize and unify teams, break down organizational silos, and promote a strong, horizontal leadership style.
- **Strong Communication Skills:** A strategic communicator who is credible and persuasive in a range of settings—from Council chambers to community meetings.
- **Financial Acumen:** Skilled in budget management and resource allocation, with a focus on fiscal accountability and long-term planning.
- **Community Connection:** A leader who understands and reflects the values of the community; builds strong relationships with residents and stakeholders.
- **Customer Service Focus:** Committed to delivering high-quality, citizen-focused services and encouraging a responsive culture across the organization.
- **Decisiveness & Accountability:** A bold, results-driven decision-maker who learns from challenges, links short-term actions to long-term goals, and demands accountability at all levels.
- **Team Builder:** Experienced in fostering positive team dynamics, developing talent, and promoting a healthy, motivated, and productive workplace culture.
- **Innovative Leadership:** An entrepreneurial, transformational leader who is adaptable, action-oriented, and focused on continuous improvement.
- **Political Acumen:** A skilled negotiator and broker with the ability to build consensus, navigate complex political environments, and offer sound, objective advice to Council.
- **Interpersonal Strength:** Excellent interpersonal and relationship-building skills; able to collaborate effectively with diverse stakeholders and earn trust quickly.
- **Analytical Thinking:** Enhanced problem-solving skills; able to evaluate complex situations and implement practical, common-sense solutions.
- **Personal Attributes:** Acts with integrity, demonstrates emotional intelligence and personal awareness, and brings energy, flexibility, and resilience to the role.
- **Public Presence:** Exhibits boardroom presence and confidence; able to present compelling arguments and inspire confidence among Council, staff, and external partners.
- **Community Engagement:** Enjoys being visible in the community and values the role of municipal leadership in enhancing local quality of life.

How to Apply

If you are a strategic, forward-thinking leader passionate about public service and ready to make a meaningful impact in the Municipality of [Name], we want to hear from you. Please submit your resume and cover letter in confidence to [application instructions].

Appendix 2: CAO Core Competencies

OMAA developed a CAO Profile that contains five leadership capabilities with four key competencies in each. This CAO Leader Profile workbook is publicly available on the [OMAA website](#).

Achieves Excellence	1.1 Engages Employees
	1.2 Promotes Excellence
	1.3 Enables Learning
	1.4 Achieves Results
Adapts to Change	2.1 Seeks Solutions
	2.2 Speaks Truth
	2.3 Instils Confidence
	2.4 Offers Advice
Adjusts to Ambiguity	3.1 Manages Change
	3.2 Sets Priorities
	3.3 Facilitates Clarity
	3.4 Cascades Purpose
Aligns Interests	4.1 Builds Affiliations
	4.2 Seeks Perspectives
	4.3 Generates Enthusiasm
	4.4 Influences Others
Anticipates Situations	5.1 Inspires Others
	5.2 Manages Energy
	5.3 Exhibits Expertise
	5.4 Strategizes Solutions

Appendix 3:

Sample CAO Bylaw Schedule

Schedule “A”

to Bylaw Number [xxxxxx]

General Duties, Roles and Responsibilities

Introduction

The Chief Administrative Officer (CAO) shall carry out the general duties, roles and responsibilities set out herein in accordance with all relevant and applicable by-laws, resolutions, policies and guidelines that may be enacted or directed from time to time by Council.

Nothing contained in this document shall be deemed to empower the CAO to perform, do or direct any act which shall in any manner or extent whatsoever encroach upon the legislative powers of Council.

1. General Duties and Responsibilities

Subject to the provisions of the Municipal Act, and as herein provided, the duties and responsibilities of the CAO shall be as follows:

- a. To report to, be accountable to, and receive authority from the Council of the Corporation of the (insert municipality) and to perform his/her duties in conformity with Council decisions.
- b. To coordinate, lead and direct the Executive Team/Senior Management Team in the administration of the business affairs of the Corporation.
- c. To delegate appropriate duties and responsibilities to the Executive Team/Senior Management Team within the organizational structure for the purpose of establishing an efficient and effective administrative structure.
- d. To be responsible for motivating and developing the skills of the Executive/Senior Management Team members and fostering productivity, professionalism, adherence to corporate values and open communications.
- e. To provide hands-on direction and assistance in planning and implementing difficult and complex tasks which may cover several departmental disciplines, and which require the co-ordination and co-operation of the various departments.

- f. To provide information and advice, in co-operation with the Executive Team/Senior Management Team, as required or as might be useful to Council for purposes of decision making and by-law approvals.
- g. To attend meetings of City Council, Planning Council and Committees of Council as required or as delegated, with the right to speak, but not to vote. The CAOs right to attend exclude matters specific to CAO Contract and Councils deliberation of the results of the CAO Performance Appraisal Process.
- h. To present to Council, in co-operation with the Executive Team/Senior Management Team, reports and information regarding progress and accomplishments of programs and projects, the status of revenue and expenditures and the general administrative management of the Corporation.
- i. To direct the co-ordination of all policy decisions of Council and deal with matters arising from Councils decisions in accordance with such established policies without further reference to Council except to regularly report to Council upon the actions taken through the established reporting systems of Council and Committee or as specifically directed by Council.
- j. To guide the strategic process as established by Council for the Corporation which includes the development of corporate implementation plans.
- k. To attend to the interests of the Corporation on federal, provincial, regional or local municipal intergovernmental issues and with boards, agencies and commissions at the administrative level.
- l. To perform any additional responsibilities and to exercise the powers incidental thereto which may, from time to time, be assigned to the CAO by Council.

2. Human Resource Management and Administration

- a. To advise Council as to the appointment, promotion, demotion, suspension or dismissal of an Executive Team/Senior Management Team member reporting directly to the CAO if applicable.
- b. To have authority and responsibility to appoint, promote, demote, suspend or dismiss any employees of the Corporation below the Executive Team/Senior Management Team in accordance with the lines of authority defined in the organizational structure.
- c. To have authority to appoint, promote, demote, dismiss any other employees of the Corporation in accordance with procedures contained in all collective agreement and in accordance with the lines of authority that are defined in the organizational structure.
- d. To oversee the collective bargaining process with all unionized Corporation employees and to recommend to Council collective agreements concerning wages, benefits, terms of service and upon approval of Council, to direct the administration of such collective agreements.
- e. To administer all salaries and performance review of employees who are subject to the supervision of the CAO, within the limitation of any salary plan or salary contract agreement, in consultation with Council, as required; and
- f. To carry out an annual performance evaluation of all Executive Team/Senior Management Team members recognizing achievements, correcting deficiencies and improving overall individual or departmental performance in consultation with Council, as required.

3. Financial Management

- a. To direct, in co-operation with the Chief Financial Officer/Treasurer and the Executive Team/Senior Management Team, the preparation and presentation of operating and capital budgets on an annual basis.
- b. To exercise financial control over all corporate operations in conjunction with the Chief Financial Officer/Treasurer, to ensure compliance with the annual estimates of revenue and expenditure approved by Council.
 - to adjust staffing levels to maintain the level of Council approved programs and services provided that no new costs are incurred in the current or subsequent budget years.
 - where, because of emerging priorities (e.g. provincial initiatives, changing community priorities, Council direction) that result in the need to introduce new programs or increased service levels, or to increase staffing levels that add cost to the current or subsequent budget years, to secure Council approval.
 - where service level or program reductions are contemplated, to secure Council approval.
 - To direct the review of fiscal policy and its management.
- c. To approve all purchasing with authority to enter into contracts.
- d. To approve all tenders and quotation awards where funds are provided in the budget and established purchasing policies have been observed; and
- e. To approve all tenders and quotation awards when Council is unavailable, where funds are provided in the budget and established purchasing policies have been observed.

4. Administrative Organization and Management

- a. To create and re-organize, in consultation with the Executive Team/Senior Management Team, such departments of the City as may be considered necessary and property to fulfil obligations for the Corporation and will report to Council on the changes.
- b. To annually meet with Council to review and assess performance during the past year and review and discuss the salary and benefit provisions as well as priorities to be pursued during the following year; and
- c. To hold office at the pleasure of Council for the agreed upon term. Council may, in its sole discretion, suspend or dismiss the CAO subject to compliance with any statutory requirements or contractual agreements, and subject to the right of the CAO to a hearing before Council or such Committee therefore as Council may by by-law authorize in respect of such suspension or dismissal, if requested by the CAO.

Appendix 4: Sample Employment Contract

This good practise contract is offered as an optional baseline model. Updated versions can be found in the OMAA Member Library.

Situations differ in terms of the experience of the candidate, the geography of the municipality, the risk connected to the position, current market conditions, and other factors.

We strongly encourage anyone considering a new or revised employment contract to seek out and retain legal advice.

Non-Legal Advice:

This employment contract is a good practise template and is not intended to serve as legal advice. It is recommended that both parties seek independent legal advice to ensure compliance with applicable employment laws and regulations in Ontario.

Customization and Review:

The model employment contract provided is a general template and may not cover all specific circumstances relevant to the Employee or the Municipality. Parties are encouraged to customize the contract based on their unique needs and seek legal review to ensure it aligns with applicable laws.

Changes in Laws and Regulations:

Employment laws and regulations are subject to change. The Municipality and the Employee are responsible for staying informed about any changes in relevant laws that may impact the terms and conditions of employment.

No Guarantees:

This good practise contract does not guarantee any specific outcomes or protections for either party. The actual terms and conditions of employment may vary based on negotiations and applicable legal requirements.

Disclaimer of Liability:

OMAA and OMHRA shall not be held liable for any errors, omissions, or inaccuracies in the good practise contract. The use of this template is at the sole risk of the parties involved.

THIS EMPLOYMENT AGREEMENT is made this _____ day of _____, 20____

BETWEEN:

THE CORPORATION OF THE MUNICIPALITY OF <*>_____

(the “Municipality”)

– and –

EXECUTIVE NAME

(the “Executive”)

WHEREAS the Municipality wishes to employ the Executive in the position of Chief Administrative Officer (the “**CAO**”).

AND WHEREAS the CAO shall have the responsibilities as set out in the Municipal Act, 2001, and by appointment under By-Law or Mayoral Decision, to exercise general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality and performing such other duties as are assigned by the Council (the “**Council**”) and/or the Mayor, as applicable;

AND WHEREAS the Municipality and the Executive (the “**Parties**”) wish to set out the terms of their relationship in writing;

AND WHEREAS this Agreement is conditional upon the Executive providing to the Municipality (by the Start Date, at Executive’s expense) a favourable Criminal Records Check, such check confirmed or waived (in writing), and conditional upon appointment through by-law passed by Council or made by Mayoral Decision by the head of Council;

NOW THEREFORE the Parties hereto agree as follows:

1. OFFICE AND TERM

- 1.01 The Executive’s employment with the Municipality shall commence on [DATE] (the “Start Date”), and will continue on an indefinite basis until terminated as permitted under the terms of this Agreement or as permitted by law (the “Term”).
- 1.02 The Executive’s duties and responsibilities are as provided for under the Municipal Act, 2001 (the “Act”) and may be further described in the By-Law of the Municipality confirming appointment, as may be amended from time-to-time to meet the requirements of the position, Act, and Municipality. The Executive acknowledges and agrees that his/her duties may be amended, as necessary from time to time, commensurate with his/her position, as provided for under the Act, and as directed by the Council or the Mayor, as the case may be.
- 1.03 The Executive’s performance will be evaluated annually and as directed and approved by Council.
- 1.04 During the Term of this Agreement, the Executive shall devote the whole of his/her working time to the Municipality and shall not engage in any other business or occupation or become a director, manager or agent for any other municipality, firm, organization or individual which interferes with his/her time for work, or raises a potential conflict with his/her duties and responsibilities, unless approved in writing by the Municipality.
- 1.05 The Executive will perform his/her duties at the Municipality’s offices on a regular basis.

2. REMUNERATION AND BENEFITS

- 2.01 The Executive's annual salary will be \$XX (Insert Band/Level if/as applicable), less deductions required by law, paid bi-weekly, consistent with the Municipality's regular payroll process. The Executive will be eligible to receive salary adjustments corresponding to adjustments to the overall Municipality's salary grid, and any merit increases for satisfactory performance as permitted by the salary grid.
- 2.02 As CAO, the Executive acknowledges that work may be scheduled and/or required outside of any regularly scheduled hours. Any work performed by the Executive outside of those regular scheduled will not be eligible for overtime pay. The Executive will be required to attend, from time-to-time, at meetings of Council, and such other meetings for which the CAO is required, for which the CAO will be entitled to accumulate lieu-time, as calculated and permitted by the Municipalities HR Policies.
- 2.03 The Municipality shall provide a monthly transportation allowance in the amount of \$<*>, which constitutes a taxable benefit to the Executive.
- 2.04 The Executive shall receive x (x) weeks of vacation per year, pro rated for part years worked, to be taken at times reflective of the operations of the Municipality. Any advanced payment of vacation pay prior to its accrual will be subject to recovery, and such advance to be deducted from the Executive's final pay, if necessary, as permitted by law.
- 2.05 The Executive shall be eligible to participate in the group health, dental, drug and disability insurance, paid for by Municipality, commensurate with benefits provided to similarly situated employees (with any waiting period to be waived and such benefits effective as of the Start Date). The Municipality's obligations in respect of such insurance and benefits are limited to the payment of the employer's portion of the premiums supporting such insured benefits. Any determination as to limits of coverage, entitlement and application of the insurers' policies under these plans is governed by the terms and conditions of the plans and policies in place, at the sole discretion and determination of the insurer. Provision of and participation in such plans may be changed, from time to time, at the sole discretion of the Municipality, and the coverage terms and policies may be amended, from time to time, at the sole discretion of the applicable insurers.
- 2.06 The Municipality and the Executive participate in the Ontario Municipal Employees Retirement System ("OMERS") pension plan.
- 2.07 The Executive shall be entitled to reimbursement for reasonable expenditures made in the course of employment related to the performance of duties, his/her position of CAO, and in accordance with the Municipality's financial policy (and expense guidelines and procedures).
- 2.08 The Executive shall be permitted to attend <the OMAA Spring and Fall Workshops plus the following continuing education seminars, or conferences, per year, for professional development: insert list here or designate a certain annual budget> training sessions, continuing education seminars, or conferences, per year, for professional development.
- 2.09 The Municipality agrees to maintain (as a taxable employment benefit to the Executive if applicable under Canada Revenue Agency rules and regulations) Executive's membership in the following organizations during the Term: [Insert list]

[NTD: These expenses are likely to be considered a taxable benefit if they provide personal benefit to the employee.]

- 2.10 The Municipality confirms that the Executive will be covered by the Municipality's liability, errors and omissions insurance pertaining to Executives, subject to the conditions and limitations of that insurance; and shall provide to the Executive indemnification from and defense to any litigation commenced against him/her arising from the performance of his/her duties in accordance with the provisions of the Municipality's by-laws or Mayoral decisions.

3. TERMINATION OF EMPLOYMENT

- 3.01 The Municipality may terminate this Agreement at any time for cause as permitted under applicable law. If the Executive's employment is terminated for cause, this Agreement shall terminate without further obligations to the Executive, other than for payment of any unpaid salary earned to the date notice of termination is delivered, as well as accrued and unpaid vacation pay earned, and such notice or pay in lieu of notice and severance, and benefit continuation, if applicable, as may be required under the Employment Standards Act, 2000 (the "**ESA**"), less applicable withholdings and deduction
- 3.02 The Municipality may terminate this Agreement at any time without cause, by delivery of written notice of termination (the "**Date of Termination**") and giving to the Executive, in addition to payment of any unpaid salary earned to the Date of Termination as well as payment of accrued and unpaid vacation pay as calculated pursuant to the ESA, notice or pay in lieu of notice, or a combination of notice and pay in lieu of notice, inclusive of severance, as follows:
- a. prior to the completion of one (1) year of employment from the Start Date, payment of three (3) months' pay in lieu of notice; or
 - b. on or after the first (1st) anniversary of Executive's employment effective the Start Date, nine (9) months notice or pay in lieu of notice, plus an additional one (1) month notice for each completed year of service following the anniversary date, to a combined maximum entitlement of twenty-four (24) months (the "**Severance Period**"), which shall be inclusive of and satisfy all entitlements under the ESA in respect of termination pay and severance pay, and which shall be paid as salary continuation, if requested by the Executive; [NTD: This is drafted as a guaranteed payment, not subject to mitigation, including in the event of alternate employment within the Severance Period] and
 - c. subject to the terms of each applicable insurance plan and their policies, the Municipality will pay the premiums necessary to maintain eligibility for participation in group health, dental and welfare benefits (save and except short and long term disability, life, AD&D and out-of-country insurance (if applicable) which shall only continue for the statutory termination notice period under the ESA), these insured health plans to continue following the end of the statutory notice period under the ESA, for the earlier of the date the Executive finds other employment or the end of the Severance Period. For clarity, the Executive shall remain in OMERS during the Severance Period, and he/she (as well as the Municipality) shall continue to make their respective contributions during such period, which shall end on the earlier of the date on which the Executive secures alternate employment, or the end of the Severance Period. At no time shall participation in OMERS be discontinued before the end of the period corresponding to the statutory notice period required under the ESA.
 - d. In the event of termination of employment, the Company shall provide the Employee with outplacement services for a term of at least six (6) months. These services shall include, but are not limited to:
 - Individual Career Coaching: Personalized support to help the Employee identify career goals and strategies.

- Resume Writing Assistance: Professional guidance in crafting a compelling resume and cover letter tailored to the Employee's career objectives.
- Interview Preparation: Mock interviews and feedback sessions to enhance the Employee's interview skills and confidence.
- Job Search Strategies: Access to resources and techniques for effective job searching, including networking strategies and job market insights.
- Workshops and Seminars: Participation in relevant workshops covering topics such as personal branding, LinkedIn optimization, and effective networking.
- Access to Job Leads: Provision of job postings and leads that align with the Employee's skills and interests.
- Emotional Support Services: Access to counseling and support services to assist the Employee during the transition period.

The Municipality shall bear all costs associated with these outplacement services.

The Executive acknowledges and by his/her signature herein agrees that the payments and benefits set out in this Section shall constitute his/her exclusive and sole entitlement in respect of any termination of his/her employment without cause (including a claim of constructive dismissal) and further, that any termination pay and/or severance pay that would be owing to him/her under the ESA is and will be included within the payments set out in this section. Upon the Municipality providing the Executive with such payments and continued benefits, he/she shall not be entitled (and hereby waives any claim or entitlement) to any further notice, payment in lieu of notice, termination pay, severance pay, damages, costs or compensation in respect of the termination of his/her employment, whether under statute, common law or contract, which includes any contract of insurance. The Executive agrees to execute a standard release in respect of payment and receipt of such amounts exceeding those amounts required the ESA as provided in this Section.

- 3.03 The Executive may terminate his/her employment with the Municipality and this Agreement at any time upon giving thirty (30) days written notice (the "Resignation Notice Period"). The Municipality may request that the Executive work during the Resignation Notice Period or, at its sole discretion, may direct him/her to cease duties prior to the expiration of the Resignation Notice Period. Should the Municipality do so, it will provide payment in lieu of base salary and continuation of benefits through to the end of the Resignation Notice Period.

4. CONFIDENTIALITY AND CONFLICT OF INTEREST

- 4.01 The Executive shall not during the Term or any time thereafter disclose to anyone outside the Municipality without the express written consent of the Municipality any confidential information related to the Municipality, any persons engaged with, contractors or employees retained by the Municipality, or related to the business or activities undertaken by the Municipality, except for the necessary exchange of information with external parties in the course of exercising the duties and responsibilities of his/her position as CAO for the Municipality, or as required by the Act or in accordance with other applicable law. In the event that the Executive is unsure as to whether or not certain information is confidential or should be released, the Executive will consult with the Clerk prior to the release of such information to any third party. This provision shall survive the termination of this Agreement and the termination of the Executive's employment.
- 4.02 Upon termination of this Agreement, and the end of the Executive's employment with the Municipality, for any reason, or at anytime prior as otherwise directed by the Council or the Mayor, as the case may be, the Executive shall promptly return to the Municipality any of the Municipality's information, materials and other property and equipment that may be in his/her possession belonging to the Municipality.

- 4.03 The Municipality shall at all times be the owner of property (including all intellectual property rights, whether registered or not) in any works, materials, projects, systems or publications (including any draft thereof) that are developed by the Executive as part of or in the performance of work, duties and responsibilities with the Municipality. No personal information (including in any electronic form) shall be kept by the Executive on the Municipality's equipment; and no confidential information belonging to the Municipality shall be retained by the Executive, including in any electronic form, on any personal computer, personal electronic device or private email service or server.
- 4.04 The Executive shall, during his/her employment with the Municipality, be exposed and/or have access to confidential information about the affairs of the Municipality, and its employees, which include matters pertaining to and confidential to the Mayor, Council and to the administration of the business of the Municipality. The Executive agrees that he/she will serve at all times with loyalty and honesty to and act in the best interests of the Municipality and ensure that the fullest of professional business standards and ethics are maintained, and the policies and procedures of the Municipality, the Act, and applicable law are followed.
- 4.05 The Executive shall remain free of interests and relationships which are actually, potentially or may appear to be detrimental to the best interests of the Municipality, and he/she agrees not to engage or participate in any relationships (inside or outside the Municipality), with businesses or engage in conduct that might involve an actual, apparent or perceived conflict of interest, whether pecuniary or non-pecuniary in nature. Compliance with such obligations constitute a term and condition of Executive's employment with the Municipality.
- 4.06 The Executive acknowledges and agrees not to engage in any business undertaking or actions for the benefit of himself/herself or any other person, following the Term, which related to matters handled by the Municipality during the Term, in addition to any other restrictions required by the Act or applicable law.

5. POLICIES

- 5.01 The Executive understands and agrees to comply with the employment policies, practices, rules, regulations and instructions of the Municipality now in force or which hereinafter be amended, revised or adopted by the Municipality. The Executive acknowledges that, by virtue of his/her position, the Executive is obligated to monitor and enforce such policies, practices, rules and regulations, including but not limited to the Human Rights Code and the Occupational Health and Safety Act.
- 5.02 The Executive acknowledges and agrees that he/she understands the Municipality's human resources, monetary, budgetary, management and compensation policies, procedures and guidelines as they pertain to the conditions of his/her employment and performance of duties.

6. GENERAL TERMS

- 6.01 This Agreement constitutes the entire Agreement between the parties respecting the Executive's employment with the Municipality, and the Parties agree that there are no terms, conditions, warranties, representations, collateral or otherwise inducements or promises, oral or otherwise, affecting this Agreement other than as set out herein.
- 6.02 If any provision or portion of any provision of this Agreement shall be held by a Court of competent jurisdiction to be unenforceable, invalid or illegal, such provision, or such portion of the provision shall be severed from the remainder of this Agreement for the purpose only of the particular proceeding. This Agreement will, in every other respect continue in full force and effect. The invalidity or unenforceability of any provision or part of any provision of this Agreement shall not affect the validity or enforceability of any other provision or part of any provision hereof.

- 6.03 This Agreement shall be construed in accordance with and governed by the laws in force in the Province of Ontario and as interpreted by the Courts of that Province.
- 6.04 No provisions of this Agreement shall be amended, altered or waived except by a further written agreement between the Parties, as a consequence of any amendment to the Act, by-law of the Municipality or Mayoral decision. No waiver or a provision of this Agreement shall operate as a waiver of any other provisions or of the same provision on a future occasion.
- 6.05 The Executive acknowledges having read and understood the language of this Agreement and having been provided that opportunity to obtain independent legal advice as to the legal consequences of its terms and conditions, is voluntarily executing this Agreement in full knowledge of its legal effect.
- 6.06 This Agreement may be signed either by original signature or by electronic signature, as permitted by law. This Agreement may be executed by the Parties in one or more counterparts, each of which when so executed and delivered shall be an original and such counterparts shall together constitute one and the same instrument.

IN WITNESS WHERE OF the parties have duly executed this Agreement:

Accepted and agreed to this ____ day of _____, _____.

_____ Executive Name

Accepted and agreed to this ____ day of _____, _____.

THE CORPORATION OF THE MUNICIPALITY OF <*>

Per: NAME
TITLE

Appendix 5: Sample Performance Evaluation Formats

The Canadian Association of Municipal Administrators (CAMA) has a comprehensive CAO Performance Evaluation Toolkit that includes guides for the CAO and for the Mayor and Council to help define the roles, and to create a process to hold open conversations to assist in achieving a collective vision, and reaching strategic goals for the success of the organization and the community.

CAO performance review—Sample 1

Populated by the CAO and distributed to members of Council for advance review. Followed by a meeting with the CAO and Council for full discussion.

A—Achieved

PA—Partially Achieved

NA—Not Achieved

Performance Targets / Measurement Criteria	A / PA	NA	Comments
CORPORATE DIRECTIONS/PRIORITIES			
1) Financial a. b. c.			
2) Employee Development a. b. c.			
3) Economic Development a. b. c.			
4) Development / Growth a. b. c.			
5) Productivity / Effectiveness a. b. c.			
6) Asset Management a. b. c.			
7) Intergovernmental Initiatives a. b. c.			
8) Municipal Governance a. b. c.			
9) Other Priorities a. b. c.			

CAO performance review—Sample 2

Completed by individual members of Council and results compiled into one summary for full discussion with the CAO and Council.

COMPETENCY RATING	Please indicate your evaluation		
1. Communication with Council, including effective, written and oral presentation and openness to Mayor and Council feedback and/or direction		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
2. Implementation of Council policy and assists Council in the development of annual and long-range goals of the Corporate Strategic Plan		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
3. Staff support for Council; anticipates and provides reports and recommendations as required by Council		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
4. Council-Staff relations/political acuity; putting information and skills together to better guide choices to accomplish goals and objectives		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
5. Staff relations; demonstrates leadership and promotes professional staff performance		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
6. Financial planning and administration; prepares and administers annual budget, which maintains a multi-year vision		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
7. Personal professional development; strives to maintain current knowledge and skill levels		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0
8. Effective delivery of municipal services and community relations		Exceeds Expectations	3
		Meets Expectations	2
		Fails to Meet Expectations	1
		Unable to Rate	0

ACCOMPLISHMENTS / OBJECTIVES	Comments
9. Has the CAO accomplished or worked toward accomplishing the goals established by Council? Why or why not?	
10. Based upon your overall evaluation of the CAO, what areas would you list as to their strengths?	
11. Based upon your evaluation what areas would you suggest the CAO work on to improve skills and to be more effective in specific areas or situations?	
12. What are the major objectives you believe the CAO needs to focus on for the coming year?	
13. Final comments	
Evaluator Name:	Date:



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