

MEMO



DATE April 28, 2014
TO **City Council**
FROM Ann Pappert, Chief Administrative Officer
SUBJECT **Presentation: CAO Performance Objectives 2014/15**

I am pleased to share publically at the City Council Meeting of April 28, 2014 the Performance Objectives of the Chief Administrative Officer, as approved by you on April 14, 2014. The CAO Performance Objectives are aligned to the Corporate Strategic Plan 2012-2016 and highlight goals, objectives and actions in all three (3) Focus Areas. They are as follows:

Focus #1: Organizational Excellence: Vision, Transformation & Leadership

Goals

We aspire to be an exceptional local government that provides outstanding municipal service and value. To be vital in our changing world, we open ourselves up and embrace relevant new practices and ideas to serve our community's current and future needs, making a difference in lives locally and globally.

Through our strong commitment to leadership development, we grow the best and the next generation of public service here in Guelph.

Objectives

- Align our local government principles with that of "Open Government". We embrace greater transparency and accountability to meet increased community demand; make the best use of technology to meet change head on achieving greater efficiencies; and empower staff, Council, partners and the community to more actively participate in the democratic process and create solutions that improve municipal value, service and life in Guelph.
- Grow strong forward-thinking and performance-oriented shared leadership of Council, civic administration and the community. The principles of this leadership lead to a more accountable, engaging, accessible, progressive, innovative and resilient Guelph.

Actions

1. Complete the Open Government Action Plan (2014- Q3/4)
2. Create Principles of Administration to respond to the Governance Principles of Council (2014 – Q3)
3. Propose a Council Strategic Planning Process (2014 – Q3)
4. Design a Council Orientation & Leadership Development Program (2014 – Q4).
5. Establish a shared 'Leadership Charter' that defines expectations of all leadership. Embed the staff expectations into the Performance Development Plan (PDP) system and further support staff roles by defining an Employee Code of Conduct. (Charter by 2014 Q3; PDP System 2015)

Focus # 2: Innovation in Local Government: Performance & Relationships

Goals

Moving past responding to the most basic level of customer service standards and thinking that is sufficient, we now view everything we do from the citizens' perspective first.

Citizens, partners and stakeholders express high satisfaction with our performance as we consistently achieve shared goals.

Our employees are highly engaged, confident, positive and striving, along with saying and staying. We are part of our community and own the results of our work.

Objectives

- Grow citizen and stakeholder satisfaction. To ensure Guelph continues to meet the current and future needs of the community, present an action plan to transform how citizens, partners and staff could come together to review and renew how services and programs are delivered from the "citizens'-first" perspective. Utilize the best practices of Total Place (UK)(see note #2), Guelph's new Community Engagement program, in-house staff and business optimization resources, and the principles of the Open Government Action Plan.
- Further the capacity of the organization to deliver department work plans aligned to achieve corporate priorities. Drive greater transparency and accountability for management leadership to ensure that work is properly resourced, efficiently achieved and appropriately integrated across departments to deliver successful, achievable results.
- Concentrate on clearly defining our expectations of leadership (from the Executive Team through all management leaders). Focused training, administrative principles & an employee code of conduct plus implementing frontline "action" projects will advance and improve employee engagement. This will result in greater ownership of performance, leadership accountability to stakeholders and build staff's confidence to stretch & strive to achieve outstanding service and value for residents.

Actions

1. Present a White Paper that outlines the foundational elements of a 'Citizen First' Service approach for Guelph (2015 – Q1)
2. Oversee the delivery of Program/Project Management system & integrated corporate work planning aligned to budget presentations (2015 –Q2)
3. Re-survey: Employee Engagement Survey (2014-Q3)

Focus #3: City Building: Stewardship, Financial Management, Asset Development & Growth Strategies

Goals

We confidently manage and develop city assets leveraging partners and opportunities to grow future assessment.

We create the 'next practices' (note#1) in local government enterprise, stewardship and risk mitigation to bring continuous value and prosperity to our community.

Objectives

- Strategically align assets and resources to maximize investment, value, and revenue and attract opportunities that build community prosperity.
- Strengthen existing enterprise operations and proactively mitigate risk to the community long-term benefit.

Actions

1. Establish a Corporate Risk Register for Guelph (2014 – Q3) & scope mitigation plan (2015 – Q2)
2. Position the Guelph Economic Investment Fund within an affordable financial strategy (2015 – Q1)
3. Align assets/resources allocated under GMHI (2014 – Q2-Q4)

Notes:

#1: Next practices are the processes/practices which go beyond best practices and are used to take the current status of the organization to the next level in the future. (Wikianswers.)

#2 Total Place is a new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall. <http://www.localleadership.gov.uk/totalplace/>



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