



DATE: September 10, 2018

TO: Mayor Gerald Stanly and Yachats City Council

FROM: Shannon Beaucaire, City Manager

SUBJECT: City Manager Evaluation Material

Dear Mayor and Council,

Attached, please find a packet of materials that I put together at the request of a Council member about the various types of evaluations used, including a link to the Canadian system used.

Subsequently there have been conversations at the recent OCCMA (Oregon City Managers Association) about eliminating a City Manager Evaluation. During that discussion on the listserv, the City of Aumsville and Sherwood shared their information.

I did not attend the OCCMA conference in which this discussion is held; however, the same session is tentatively scheduled for the League of Oregon Cities Conference which I am attending at the end of September.

Evaluation Material

Link to the Canadian system. <http://www.camacam.ca/about/resources/cao-performance>

ICMA docs, I included their Handbook, an article, and 6 sample evaluations from different jurisdictions. I know Barbara questions how different they can be, but I think these few samples illustrate just how different the approach can be.



Very good

Average

Excellent

Poor

Good



Manager Evaluations

HANDBOOK

ICMA



Leaders at the Core of Better Communities

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

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Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

Executive Summary

The periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

Successful Evaluation Tips¹

Performance evaluations will allow you to

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements

Discussing tasks that the manager performs well

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review

Reminders:

- Listen intently
- Reinforce the manager's performance
- Emphasize facts, provide concrete examples and specific descriptions of actions, work, and results
- Give only positive feedback during this part of the evaluation
- Acknowledge improvements that the manager has made
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control
- Describe performance that you would like to see continued

Discussing areas that need improvement

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

Reminders:

- Keep the discussion focused on performance
- Describe actions and results that do not meet expectations
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed, be specific
- Tell the manager what needs to be done if a specific change of behavior needs to take place
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

Do's and Don'ts

DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview
- Always start with the positives. Be specific
- Explain the ratings in all areas. Talk about how the consensus was arrived
- Be honest. Tell it like it is
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

DON'T:

- Rate the manager without the facts. Ratings should be on actual results
- Be too general
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of [14 Practices for Effective Local Government Leadership](#) that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the [ICMA Practices](#) also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present

traditional evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the [ICMA Recruitment Guidelines for Selecting a Local Government Administrator](#) and the [ICMA Model Employment Agreement](#).)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

Developing the Rating Instrument

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

Using a consultant. If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government

Proceeding without a consultant. If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

Measure observable behaviors and progress toward goals

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance,

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 14 core areas critical for effective local government management and leadership. While this list, the ICMA Practices for Effective Local Government Leadership, was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation
9. Community and Resident Service
10. Service Delivery
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

ideally through a strategic planning process.

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be

specific and observable by the members of the elected body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

Using the Rating Instrument

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in

itself. In addition, nothing in the evaluation ought ever to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

Public versus private evaluations

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

Frequency and Timing of Manager Evaluations

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations,

Benefits of executive session/closed meeting to evaluate manager's performance

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

Benefits of an open session/meeting to evaluate manager's performance

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

Benefits of providing a public summary once the process is completed

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

will ideally have been discussed as part of the employment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not

take place until the elected officials and the manager have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

Relationship of Evaluation to Compensation

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensa-

tion decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

The Evaluation Results

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The

second section contains an agreed-upon list of the goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

What Others Are Doing: Survey Results

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

Failure to Undertake Evaluations

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a require-

ment for an annual evaluation within the employment contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby

the explicit roles of the manager, elected body, and other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.³

Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the "crisis of the day" or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 14 core areas noted in the [ICMA Practices for Effective Local Government Leadership](#) that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a "self-development" tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

Conversation Evaluation System⁴

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

Step #1: Create Factors

The elected officials divide themselves into subgroups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?,” to which he or she can also respond with a number of factors listed on a flipchart page.

Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

| | |
|-------|------------------------------|
| 30–28 | Far exceeds expectations (5) |
| 28–26 | Exceeds expectations (4) |
| 26–24 | Achieves expectations (3) |
| 24–22 | Below expectations (2) |
| 22–20 | Far below expectations (1) |

These points are totaled, and then added to the points from the section below.

Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

| | |
|---------|--------------------------|
| 400–360 | Far exceeds expectations |
| 359–320 | Exceeds expectations |
| 319–280 | Meets expectations |
| 279–240 | Below expectations |
| 239–200 | Far below expectations |

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation is a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the [ICMA Practices for Effective Local Government Leadership](#)—that would enhance any evaluation. These 14 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

Sample Evaluation Forms for Local Government CAOs

- [Sample Appraisal of Performance](#)
- [Sample Manager Evaluation Form](#)
- [Sample Manager Performance Evaluation](#)
- [Sample County Administrator Performance Evaluation](#)

Other Resources

- [ICMA Practices for Effective Local Government Leadership](#)
- [Recruitment Guidelines for Selecting a Local Government Administrator](#)
- [ICMA Model Employment Agreement](#)
- [ICMA Code of Ethics with Guidelines](#)

Notes

- 1 Adapted from *City Manager Performance Review, Successful Evaluation Tips*, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study. It's (Gulp) Evaluation Time." *PM*, July 2005. <https://icma.org/Documents/Document/Document/3302>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, lbender@aol.com

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"How Are We Doing?"

Evaluating the Performance of the Chief Administrator

Margaret S. Carlson

Picture a governing board meeting at a hectic time of year. Perhaps it is budget season and difficult funding decisions loom. Or the members are still recovering from stinging criticism over a hot community issue. Suddenly, someone says, "Hey, didn't we say last year that we were going to evaluate the manager around this time?" Other members groan inwardly as they envision yet another series of meetings and potential conflict with other board members. One member says, "Everything seems to be going OK. Let's just go ahead and decide on a salary increase now. Is an evaluation really that important?"

Yes.

Evaluating the performance of the chief administrative officer—whether the title is local government manager or health director or school superintendent or social services director—is critically important.

In recent years, jurisdictions increasingly have recognized the importance of a useful performance evaluation system to the overall effectiveness of their organizations. They have taken steps to improve their methods of evaluating line workers, supervi-

**Avoid the
Pitfalls by
Using a
Systematic
Evaluation
Process**

sors, and department heads. But one important individual is frequently overlooked at performance evaluation time: the person who reports to the governing board. Governing boards have a responsibility to get on with that job. This article is designed to show how to evaluate a chief administrative officer who reports to a governing board, for simplicity called here the "manager."

Ironically, the reasons that a manager may not receive a regular performance evaluation are the very reasons that an evaluation can be helpful:

- This individual is in a unique position in the organization.
- He or she serves at the pleasure of the board.
- He or she may frequently receive conflicting messages about priorities and direction from board members.

It is vital for managers to get regular, accurate feedback about whether they are meeting the expectations of the board, but it is unlikely that the organization will have a useful process in place for administrators to get that information in the absence of a well-conceived performance evaluation system.

Conducting an effective evaluation is hard work, but it doesn't have to be a bad experience for the board or the manager. With planning and a commitment to open lines of communication, chances are good that the experience will result in a new level of cooperation and understanding between manager and board and, ultimately, a more effective working relationship.

Common Pitfalls

Both the board and the manager may approach an evaluation with reluctance. Board members will be required to talk openly and honestly about the positive and negative aspects of a person's performance—a difficult task for many people. The manager must be able to receive this feedback in a nondefensive manner, even when it appears that the board is articu-

lating specific performance expectations for the first time, or that the board is focused on the manager's conduct in the most recent crisis, rather than his or her overall performance.

Here are some common problems that boards and managers encounter when they plan for and conduct performance evaluations:

- The board evaluates the manager only when there are serious performance problems, or when all or some of the board members already have decided that they want to fire the manager.
- The board realizes it is time to determine the manager's salary for the upcoming year, and it schedules a performance evaluation for the next meeting without discussing the format or process of the evaluation.
- The discussion during the evaluation is unfocused, with board members disagreeing about *what* the manager was expected to accomplish as well as *whether* the manager met expectations.
- The board excludes the manager from the evaluation discussion.

- The board evaluates only the manager's interactions with and behavior toward *the board*, even though members recognize that this may represent a relatively small portion of the manager's responsibilities.
- The board borrows an evaluation form from another jurisdiction or from a consultant without assuring that the form matches the needs of its own board and manager.

Most of these pitfalls can be avoided by planning and conducting a systematic process for evaluating the manager's performance. A thorough evaluation process, like the one suggested below, contains several essential components (see Figure 1).

A Suggested Evaluation Process

Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation. Typically, boards identify one or more of the following goals when describing the purpose of an evaluation:

- To give the manager feedback on his

Figure 1. Steps in Planning and Conducting an Evaluation Process

Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation.
2. Agree on what the board expects of the manager.
3. Agree on the frequency and timing of the evaluation.
4. Agree on who will be involved.
5. Agree on an evaluation form to be used.

Conducting the Evaluation.

1. Have individual board members complete the evaluation form before the evaluation session.
2. Have the manager do a self-assessment.
3. Agree on a setting for the evaluation discussion.
4. Have the manager present during the evaluation.
5. Consider using a facilitator.
6. Allow sufficient time.
7. Include a portion during which the board evaluates its own performance.
8. Decide on the next steps, and critique the process.

or her performance and to identify areas in which improvement may be needed.

- To clarify and strengthen the relationship between the manager and the board.
- To make a decision about the manager's salary for the upcoming year.

These goals are not incompatible, and it is possible to accomplish all of these tasks at once. However, it is essential that board members and the manager discuss and reach agreement on the purpose of the evaluation before deciding what the rest of the process will be. For example, a board member who thinks the main reason for doing an evaluation is to make a decision about compensation may think that a brief consultation among board members—minus the manager—is sufficient to ensure that no members have any major concerns about the manager's performance. This member also may ask for input from a personnel specialist who can provide information about managers' salaries in comparable jurisdictions. By contrast, a board member whose main interest is improving communication between the board and the manager may suggest a process that includes a conversation between the board and the manager, with the manager present throughout the evaluation.

A board might question whether the manager should be involved in planning the evaluation process, as the evaluation may be seen as the board's responsibility, with the manager as the recipient of the evaluation. Yet most boards want to conduct an evaluation that is helpful to the manager and provides guidance for his or her future actions. Because it can be difficult for the board to anticipate fully what the manager would—or would not—find useful in an evaluation, it is wise to consult with the manager early in the planning process.

For instance, the board may feel that the manager would be uncomfortable hearing board members talk about his or her performance at first hand and so

may design a process that "protects" the manager from hearing any negative feedback. Although the board's motives may be good, such a design may not meet the manager's needs if the manager actually wants to be part of the discussion, negative comments and all. Spending some time talking about the purpose of an evaluation at the beginning of the process will reduce the possibility of misunderstandings and conflicting priorities later on.

2. Agree on what the board expects of the manager. A job is essentially a set of expectations. It is possible to assess whether or not an individual holding that job has met expectations. But an evaluation can be useful only if an earlier discussion has taken place in which the board and manager have outlined expectations for the manager's performance. A board and manager may discuss expectations in conjunction with setting organizational goals for the upcoming year, perhaps as part of an annual retreat.

After setting goals, the board may specify objectives for the manager that define his or her role in meeting these goals. These objectives, then, are the board's expectations concerning the manager. For example, a city council may set a goal of working with agencies and community groups to reduce drug-related crimes in the city. The council may list one or more objectives for the manager related to this goal: identifying groups and agencies that already are working to reduce drug-related crime, forming a partnership that includes members of all relevant groups, or explaining new programs to the local media. If the manager needs clarification of the objectives or has some concerns about his or her ability to meet the board's expectations, these issues are best discussed at the time these objectives are set, rather than a year later, when the board wants to know why its expectations have not been met.

In addition to identifying *what* the board wants the manager to achieve, a board typically has an interest in *how*

the manager achieves these objectives; it expects the manager to have certain knowledge and to exhibit certain skills while performing his or her duties. Expectations about the manager's knowledge and skills also should be articulated by the board. The board may expect the manager, for example, to have oral and written presentation skills that enable him or her to present ideas clearly and concisely to diverse groups. It also may expect the manager to be able to allocate resources in a way that ensures equitable service delivery to citizens and to be able to delegate work effectively and evaluate the performance of his or her staff.

A board's expectations for the manager often represent a mix of general areas of knowledge and skills every manager should possess, as well as specific expectations based on the board's composition, the organization's history, or special features of the city or region. Therefore, it may be helpful for the board to use an existing list of managerial expectations as input for its discussion, then to customize these expectations to fit the needs of the jurisdiction. Many professional organizations—like ICMA—can supply such a list; or the board and manager may contact other communities in their area. Remember that a list of expectations for the manager that comes from a source outside the board is intended to *begin* a discussion of the board's expectations for the manager, not to *replace* this discussion.

3. Agree on the frequency and timing of the evaluation. The board and manager should agree on how often evaluations should be conducted (perhaps once a year) and adhere to that schedule. The timing of the evaluation also should be considered. For instance, the board may wish to have the evaluation cycle and budget cycle coincide and to make decisions about the manager's compensation at such a time. Or, it may choose to conduct the evaluation before the budget process gets under way if it feels that it would not be able to give its full attention to the evaluation during the

months leading up to the adoption of the budget.

The board should avoid scheduling the evaluation just before or after an election. If the evaluation is held too soon after an election, new members may not have had the time they need to gather information about and form a judgment of the manager's performance. Likewise, it is not a good idea to schedule an evaluation just before an election if a change in the composition of the board is expected.

4. *Agree on who will be involved.* All members of the board and the manager should participate in the evaluation (more about the manager's presence at the evaluation, below). The full board's participation is necessary because all members have relevant information about the manager's performance. In addition, during the planning process, the board and manager should consider whether there are other parties who have an important perspective on the manager's performance. A common problem is for the board to focus entirely on the manager's interactions with the board, even though the manager spends only a fraction of his or her time in direct contact with the board.

Although both the board and manager may feel that the perceptions of staff, citizens, and others are important, they may be concerned about how these perceptions will be collected and shared. It is not a good idea for board members to go directly to staff and to poll employees on their views of the managers' strengths and weaknesses. Such actions would put board members in an inappropriate administrative role and may put staff members—including the manager—in an uncomfortable position. Instead, the manager might hold "upward review sessions" with his or her staff in order to receive feedback from subordinates and to report general themes that came out of these sessions as part of his or her self-assessment.

The goal is not to make the manager feel under attack; rather, it is to acknowl-

edge that many people may have relevant information about the manager's performance and that the board should not be expected to know everything about the manager's work. If the board and manager choose not to incorporate other sources of information in the evaluation, the board may want to consider omitting performance criteria that it feels unable to judge (such as the coaching and mentoring of subordinates).

5. *Agree on an evaluation form to be used.* Frequently, this is the first step that boards consider when planning an evaluation, and they find it to be a difficult task. However, if the board already has discussed and agreed on what it expects of the manager (see Step 2), agreeing on an evaluation form becomes much easier. It is simply a matter of translating expectations into performance criteria, making sure that the criteria are clear and measurable. For example, three expectations in the area of "knowledge and skills necessary for local government

management" may look like Figure 2.

Following each criterion on the evaluation form is a scale ranging from "does not meet expectations" to "exceeds expectations," with an option of marking "unable to rate." A board may choose to assign numbers to this scale (say, 1 through 5, with 1 corresponding to "does not meet expectations" and 5 corresponding to "exceeds expectations"). But a numerical rating system is less useful in an evaluation of the manager than it is in an organization-wide evaluation of all employees, where standardized comparisons may have some value. In fact, a potential problem with using a numerical rating system is that it is easy to focus on the number as the end in itself, rather than simply a shorthand way to express the evaluation. Thus, a board may discuss at length whether a manager's performance on a given dimension is a 3 or a 4, and perhaps conclude that it is a 3.5, without fully exploring what these numbers represent.

Samples of evaluation forms may be

Figure 2. Portion of Sample Evaluation Form

Presentation Skills. The ability to understand an audience and to present an idea clearly and concisely, in an engaging way, to a group whose interests, education, culture, ethnicity, age, etc., represent a broad spectrum of community interests and needs.

| | | | | | | |
|-------------------------------|---|-----------------------|---|-------------------------|--|-------------------|
| 1 | 2 | 3 | 4 | 5 | | |
| ----- ----- ----- ----- ----- | | | | | | |
| Does Not Meet Expectations | | Meets Expectations | | Exceeds Expectations | | Unable to Rate |

Citizen Service. The ability to determine citizen needs, provide equitable service, allocate resources, deliver services or products, and evaluate results.

| | | | | | | |
|-------------------------------|---|-----------------------|---|-------------------------|--|-------------------|
| 1 | 2 | 3 | 4 | 5 | | |
| ----- ----- ----- ----- ----- | | | | | | |
| Does Not Meet Expectations | | Meets Expectations | | Exceeds Expectations | | Unable to Rate |

Delegating. The ability to assign work, clarify expectations, and define how individual performance will be measured.

| | | | | | | |
|-------------------------------|---|-----------------------|---|-------------------------|--|-------------------|
| 1 | 2 | 3 | 4 | 5 | | |
| ----- ----- ----- ----- ----- | | | | | | |
| Does Not Meet Expectations | | Meets Expectations | | Exceeds Expectations | | Unable to Rate |

obtained from ICMA (contact Anthony Crowell by fax, 202/962-3500) and other professional organizations. Again, it is essential for boards and managers to tailor forms to meet their needs.

Conducting the Evaluation.

1. *Have individual board members complete the evaluation form prior to the evaluation session.* Setting aside some time for individual reflection is important preparation for the evaluation session. It reinforces the message that this is an important task, worthy of the board members' attention. Making individual assessments before beginning a group discussion also increases the likelihood that each member will form his or her own opinion without being influenced by the judgments or experiences of other members.

This is not meant to imply that board members cannot change their minds as a result of group discussion; on the contrary, members frequently change their views of a manager's performance as they hear the perspectives of other members and learn information that was not available to them when making their individual assessments.

2. *Have the manager do a self-assessment.* Inviting the manager to assess his or her own performance can add a helpful—and unique—perspective to the evaluation process. In most cases, the manager can simply complete the same evaluation form being used by the board. For the manager, the comparison of the self-assessment with the assessments of others provides an opportunity for insight into his or her own overestimation or underestimation of performance level as compared with the expectations of the board. For the board, hearing how the manager rates his or her own performance (and, more important, how he or she arrived at that rating) can help members gain some insight into whether the board and manager are communicating effectively.

As an example, board members might

rate the manager as not meeting expectations in a given area because a land use study has not been completed. Upon discussion with the manager, however, the board might learn that the study has been completed but not yet been presented to the board. This distinction would be important because it would suggest different areas for improvement. If the manager has not completed the study, the discussion might have focused on the importance of meeting deadlines. Instead, the group could develop strategies for improving communication so that board members will receive information in a timely manner.

3. *Agree on a setting for the evaluation discussion.* The evaluation should be conducted in a setting that is private and comfortable, free from interruptions, and considered neutral by all parties. These are the same characteristics a board may look for in a retreat setting when it meets to develop a long-range plan, discuss roles and responsibilities of new board members, and the like. The idea is to set aside a time and place to address a single topic, away from the pressure of a loaded agenda.

Boards frequently ask whether the manager's evaluation is defined as an open meeting. Because the board is considering the performance of the manager—a public employee—during an evaluation, such a meeting may be held in executive session. According to the North Carolina open-meetings statute, for instance, a public body may hold an executive session to “consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of a public officer or employee.”

4. *Have the manager present during the evaluation.* The above example, in which the board learns important information from the manager during the evaluation, illustrates the benefit of having the manager in the room, playing an active role in the evaluation. A manager present during the discussion can respond

to questions from the board, ask questions, and provide relevant information.

Frequently, a board's first impulse is to exclude the manager from the evaluation session. Some members may be reluctant to share negative feedback in the manager's presence. Other members may fear that the evaluation will turn into an analysis of the manager's handling of a single incident, with the manager defending his or her actions. Still others may want to shield the manager from what they perceive to be unduly harsh criticism from a few board members. These are valid concerns.

However, many of the problems anticipated by the board stem from a lack of planning rather than from the manager's presence at the evaluation; consequently, many of these issues can be addressed in earlier phases of the planning process. For example, a good evaluation form will help ensure that the discussion focuses on job-related behaviors rather than personal traits and will look at the previous year's performance rather than that of the previous week.

Some boards choose to exclude the manager from the evaluation session and select one member to summarize the board's discussion for the manager after the evaluation has been completed. Appointing a “designated spokesperson” to communicate the board's evaluation to the manager is often frustrating for both parties. It is difficult for one person to summarize a complex discussion in an accurate and balanced way, and the spokesperson may end up overemphasizing some points and underemphasizing or eliminating others. To a manager who is seeking feedback and guidance, this one-way communication usually does not give a full picture of the board's perceptions; consequently, the manager may make future decisions that are not consistent with the board's expectations.

Even with a careful planning process, board members still may have concerns about sharing negative feedback with the manager. As described in the next section, a skilled facilitator frequently can diminish these concerns by helping

the group discuss these issues in a constructive way.

After the board has concluded its discussion of the manager's performance, it may wish to excuse the manager while it makes a decision about the manager's compensation. The manager presumably will receive any feedback and guidance from the board before the salary discussion, so his or her presence is not necessary at this point. However, the board should keep in mind that the actual setting of the manager's salary may not be covered under a personnel exception to an open-meetings law, and for this reason this determination should take place in an open session.

5. *Consider using a facilitator.* A performance evaluation is a complex task, particularly when an entire group is participating in the evaluation. Members may have different views of the manager's past performance or different expectations for the future. Board members also may be reluctant to share negative feedback, or they may be concerned that their feedback will be misinterpreted.

For all of these reasons, it often is helpful to use a facilitator when conducting the evaluation. A facilitator can help the group by monitoring the group's process, while leaving all members free to focus on the task of the evaluation. Facilitators often suggest that groups use a set of ground rules to help them accomplish their work more effectively.

The board might look to local business, civic, and academic leaders for recommendations for qualified facilitators; or it might contact the Institute of Government at the University of North Carolina at Chapel Hill, or the state's association of county commissioners, league of municipalities, school board association, or similar organizations for help in this area.

6. *Allow sufficient time.* A useful technique for the actual evaluation is a "round robin" format. Each member in turn expresses his or her judgment of the manager's performance on a given

criterion, and the entire group then discusses any differences among individuals' ratings, with the goal of reaching group consensus on the manager's performance in this area before progressing to the next performance criterion. Even with a small board that is in general agreement about the manager's performance, this is a time-consuming process. Therefore, setting aside a full day for the evaluation session is a good idea.

Although this may seem like a lot of time to devote to one issue, the consequences of failing to reach agreement on what the board expects of the manager can ultimately require far more time and energy. The group may wish to divide the evaluation session into two half-days, if that is more manageable (both in terms of scheduling and energy levels):

7. *Include a portion in which the board evaluates its own performance.* In theory, it is possible for a board to specify expectations for the manager and then to evaluate the degree to which a manager has met these expectations. In practice, however, meeting expectations is usually a two-way street, and it is helpful for a board to examine its own functioning and how it contributes to—or hinders—the manager's effectiveness. In one case, a board set a number of high-priority objectives for the manager to meet, after which individual board members brought new "high-priority" projects to the manager throughout the year. In this case, the board was partly responsible for the manager's failure to meet the expectations initially set by the board.

8. *Decide on the next steps, and critique the process.* The actual evaluation of the manager's (and the board's) performance may seem like the last step in the evaluation process, but there still are a number of decisions to be made before the next evaluation cycle can begin. The board may wish to have a separate session to make a decision about the manager's compensation. This is also a logical time to talk about expectations and goals for the coming year, and the board

may wish to set a date in the near future when it will set expectations and performance measures in preparation for the next evaluation.

An important final step: Before the evaluation is concluded, all members should assess the evaluation process itself. This self-critique helps the group look at its own process and learn from its experiences in working together. By reflecting on the task just completed, the group frequently identifies components of the process that worked well and aspects that could have been more effective. For example, it may decide that it did not clearly define the manager's role in reaching board goals before the evaluation and resolve to address this lack by a specified date.

A Process, Not an Event

As the steps described here illustrate, the evaluation of a chief administrative officer is a process, not an event. Careful planning and a commitment to communication between the board and the manager throughout the year will greatly facilitate the actual evaluation and increase the likelihood that it will be a valuable experience for all involved.

One last word: Don't let the fear that your board has not laid the proper groundwork prevent you from getting on with the job. You will probably see some things that you would like to change after the first evaluation (and the second, and the third . . .). That is what the self-critique is for. The important thing is to begin the process. Making the evaluation a regular part of the board's work is the best way to ensure its success. **END**

Margaret S. Carlson is a faculty member of the Institute of Government, The University of North Carolina at Chapel Hill, Chapel Hill, N.C.

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CITY OF TEMPLE TERRACE**CITY MANAGER EVALUATION****Purpose of Performance Evaluation**

While a performance evaluation is meant to critique the City Manager's performance and what has been accomplished during a given period of time, it is also a communications tool and a learning process whereby the Mayor and City Council and the City Manager can learn more about each other's expectations and where strengths and weaknesses exist in the relationship. Annual evaluations should identify any major differences in direction, miscommunication, or problems before they become critical to the operations of the City of Temple Terrace.

Form/Format

There are no perfect evaluation forms or processes and many systems and approaches are used. A performance evaluation should be a thoughtful, effective, sensitive, and positive process.

This evaluation form consists of seven categories totaling 35 questions related to the City Manager's performance. Each question should receive a numerical score from 1 to 5, with a 1 being weak and a 5 being strong. A comment section is included after each category.

Upon completion, the evaluation should be forwarded to the Mayor for compilation and review with the City Manager.

Relationship With Mayor and City Council

_____ 1. Maintains effective communications, verbal and written, to keep Councilmembers informed of items and events they want and need to be aware of to effectively represent the City.

_____ 2. Provides information to all Councilmembers on an equal basis.

_____ 3. Maintains personal availability to Councilmembers.

_____ 4. Maintains reporting system to Councilmembers of the administration's and staff's current and planned activities.

_____ 5. Plans, organizes, and presents materials for consideration in a clear, comprehensive, and timely manner to enable Councilmembers to make sound decisions.

_____ 6. Effectively communicates with Councilmembers about their concerns and delegates, or follows through, to see that City departments implement appropriate actions.

Comments: _____

Relationship With Employees

1. Maintains positive employee-employer relations and guides people so they work toward common objectives.
2. Effectively selects, trains, and organizes employees.
3. Addresses personnel problems and takes appropriate action when warranted.
4. Maintains an atmosphere in which employees enjoy working for the City.

Comments:

Public Relations

1. Ensures that City employees who have public contact demonstrate a perception, attitude, and feeling of helpfulness, courtesy, and sensitivity.
2. Maintains to the public a City image that represents service, vitality, and professionalism.
3. Effectively handles citizen disputes or complaints.
4. Maintains sufficient visibility, identity, and availability in the community.
5. Effectively represents the City Council's positions and policies giving sufficient credit to Councilmembers and assisting in promoting Councilmembers' visibility in the community.

Comments: _____

Intergovernmental Relations

_____ 1. Positively and effectively represents the City and its interests with other governmental jurisdictions or agencies.

_____ 2. Maintains effective communications and relationships with other governmental jurisdictions.

_____ 3. Keeps Councilmembers advised of new and pending legislation and development.

Comments: _____

Financial Management

_____ 1. Plans, organizes, prepares, and presents the annual budget with adequate documentation and support information to enable Councilmembers to make informed fiscal policy decisions.

_____ 2. Controls costs by economically using manpower, materials, and equipment.

_____ 3. Provides a system of reports to Councilmembers with sufficient information on the City's current financial status.

_____ 4. Plans, organizes, and administers the adopted budget within approved revenues and expenditures.

Comments: _____

**Organizational Management
Program Development and Follow-Through**

1. Plans and organizes on-going service delivery systems to assure efficient and effective services to citizens.
2. Plans, organizes, and follows through on work assigned by the City Council so that it is completed with dispatch and efficiency.
3. Plans and organizes work involved in researching City Council's program suggestions and reporting the results of the analyses.
4. Maintains knowledge of current and innovative trends, technologies, and systems provided by local government and incorporates that knowledge into program research and recommendations.
5. Plans and organizes responses to public requests and complaints or areas of concern that are brought to the Manager's attention.
6. Anticipates and recognizes future needs and problems and plans accordingly.
7. Plans and organizes for maximum utilization and maintenance of City-owned facilities and equipment.

Comments: _____

Personal Characteristics

- _____ 1. IMAGINATION: Does the Manager show initiative, creativity in dealing with issues or problems and create effective solutions?
- _____ 2. OBJECTIVITY: Is the Manager open to City Council's new ideas and suggestions for change with a rational, impersonal viewpoint based on facts and qualified opinions?
- _____ 3. DRIVE: Is the Manager energetic and willing to spend the time necessary to do a good job and get the job done?
- _____ 4. DECISIVENESS: Is the Manager able to reach timely decisions and initiate action without being compulsive?
- _____ 5. ATTITUDE: Is the Manager enthusiastic, cooperative, interested, and flexible when it comes to performing duties?
- _____ 6. FIRMNESS: Does the Manager have courage of convictions, being firm when convinced but not stubborn?
- _____ 7. COMMUNICATIONS: Does the Manager exhibit the proper skills to be easy to talk to; listen to what is being said; respond in a thoughtful, clear, and pointed manner?

Comments: _____

Summary

Overall

Comments:

Suggestions for New Performance Goals and Objectives

1. _____

2. _____

3. _____

4. _____

Date

Councilmember Signature

City Manager Evaluation

Please rate the city manager using the following scale:

| <u>Rating</u> | <u>Description</u> |
|---------------|---|
| 1 | Unacceptable - Unsatisfactory performance |
| 2 | Conditional - Requires Improvement |
| 3 | Satisfactory - Meets Council expectations |
| 4 | Exceptional - Generally exceeds Councils expectations |
| 5 | Outstanding - Substantially exceeds Councils expectations |

Please return your evaluation form to the Mayor as soon as possible.

| Supervision | | |
|--|--------|-----------|
| Does the City Manager maintain a standard of respect for department head's ability and encourage their initiative? Does he challenge them to perform at their highest level? | Rating | Comments: |

| Leadership | | |
|--|--------|-----------|
| Does the city manager inspire others to succeed? Does he actively promote efficiency in operations? Does he demonstrate a high regard for personal ethics? | Rating | Comments: |

| Execution of Policy | | |
|--|--------|-----------|
| Does he understand the laws and ordinances of the city and cause them to be fairly enforced? | Rating | Comments: |

| Community Relations | | |
|---|--------|-----------|
| Does the city manager work well with citizens and properly handle their complaints? | Rating | Comments: |

| Administrative Duties | | |
|--|--------|-----------|
| Does the city manager properly handle his administrative duties? | Rating | Comments: |

Economic Development

Does the city manager work well with developers while protecting the city's interest? Does he work to increase the city's tax base through economic development?

Rating

Comments:

Intergovernmental Relations

Does the city manager cooperate cordially with neighboring communities and citizens while looking after the interests of Bonner Springs?

Rating

Comments:

City Council Relations

Does the city manager work well with the city council in making sure there is adequate information available prior to meetings? Is he willing to meet with council members to deal with individual problems and issues?

Rating

Comments:

Planning

Does the city manager involve himself in the planning process to the correct degree? Does he review the process and look for better ways to handle development activities?

Rating

Comments:

Financial Management / Budget

Does the city manager ensure the budget is prepared and executed in the manner approved by the city council? Does he ensure the city's monies are managed properly?

Rating

Comments:

Additional Comments:

Name of Rater: _____

Date: _____



City Manager Annual Performance Evaluation

Summary

The City Manager's evaluation consists of annual evaluation by the City Council, as provided in the City manager's employment agreement.

The purpose of the evaluation process by the City Council is to maintain a strong Council/Manager team by ensuring open and productive communication on an annual basis in a formal way, and on an ongoing basis more informally. During the formal annual review process, there is an opportunity to identify areas of satisfaction and items needing change or improvement as identified by the Council.

The Human Resources Manager is the facilitator for this process, and will gather Council input from each member, then compile them into a comprehensive format for the review discussion. This year, the review discussion is scheduled for July 18, 2005. This is conducted in a closed-door personnel session during the regularly scheduled City Council meeting.

Attached is a form designed to gather Council input. Please utilize this form to rate the City Manager in the areas provided. You may also provide narrative comments, and/or additional information to be considered that is not captured in the format provided. Please submit all information to Chris Syverson, Human Resources Manager by the end of the day Thursday, July 14, 2005.

Rating Criteria

For each performance criteria, please use the following rating scale:

E – Exceeds your expectations.

M – Meets your expectations.

NI – Needs Improvement or attention.

Communication Skills:

_____ Verbal Communication Skills – Good command of oral expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects.

_____ Written Communication Skills – Good command of written expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects through written media.

_____ Presentation Skills – Is able to prepare and present quality presentations using a variety of tools and media; presentations are effective and visually appealing.

Interpersonal Skills/Relationships:

_____ Ability to relate well to others, makes people feel at ease, even in difficult situations.

_____ Is able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.

_____ Understands and embraces the concept of interlocal cooperation when appropriate.

_____ Fosters cooperative communication and working relationships with Council.

_____ Has the ability to utilize appropriate media for communication – TV, radio, newspaper, group interaction, individual meetings.

_____ Skilled in negotiation techniques in a variety of scenarios – employee, council, public, interagency.

_____ Demonstrates sensitivity to individuals/groups as appropriate.

_____ Is forthright and honest in all relationships.

Leadership:

_____ Supports and manages in accordance with identified City Values and Mission.

_____ Provides City staff with direction and management according to the high performance government model.

_____ Uses sound judgment in decision making; seeks out all relevant and necessary data, makes decisions in a timely manner.

_____ Directs utilization of City resources effectively.

_____ Directs the City Customer Service initiatives, both internally and externally.

_____ Crises and/or emergencies are handled in an effective, efficient, and professional manner.

_____ Stays current on management practices and techniques.

_____ Actively pursues ways to increase his value to the City.

_____ Consistently supports re-engineering efforts city-wide.

Planning:

_____ Participates with Council and Staff in strategic planning.

_____ Exhibits a forward-thinking approach, both in the short- and long- term.

_____ Utilizes effective project management techniques.

_____ Sets objectives for performance and manages toward those objectives.

_____ Completes projects agreed upon with Council within the given time frame.

Management/Staff

_____ Able to delegate authority, granting proper authority at the proper times; good judge of when and when not to delegate.

- _____ Utilizes a positive approach to direct work efforts of staff.
- _____ Addresses employee issues promptly and effectively, utilizing progressive discipline.
- _____ Encourages and rewards initiative.
- _____ Promotes cohesive teamwork with the City Senior Management Team.

Comments:

In a brief narrative, please describe:

What you are most pleased with in the City Manager's performance.

What areas would you like to see improvement in? Please provide specific suggestions on how the City Manager may improve the areas of concern.

Goals for 2005-2006

City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = **Excellent** (almost always exceeds the performance standard)
- 4 = **Above average** (generally exceeds the performance standard)
- 3 = **Average** (generally meets the performance standard)
- 2 = **Below average** (usually does not meet the performance standard)
- 1 = **Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and will to adapt
- _____ Mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

8. SUPERVISION

_____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

_____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

_____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office

_____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

_____ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

9. FISCAL MANAGEMENT

_____ Prepares a balanced budget to provide services at a level directed by council

_____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

_____ Prepares a budget and budgetary recommendations in an intelligent and accessible format

_____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

_____ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

What performance area(s) would you identify as most critical for improvement? _____

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

SAMPLE MANAGER EVALUATION FORM¹

Person Completing the Form

SECTION ONE: BEHAVIORS

1. ELECTED BODY RELATIONS

A. _____ Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?

Comments: _____

B. _____ Is the manager available for elected body consultation and responsive to elected body input and needs?

Comments: _____

C. _____ Does the manager keep the elected body informed of important developments and current issues affecting the community?

Comments: _____

D. _____ Does the manager maintain open lines of communication with the elected body as a body and with individual members?

Comments: _____

E. _____ Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?

Comments: _____

_____ **Total Score** (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

2. LEADERSHIP AND POLICY EXECUTION

A. _____ Does the manager implement elected body action in accordance with the intent of the elected body?

Comments: _____

B. _____ Does the manager support the actions of the elected body after a decision has been reached?

Comments: _____

¹ Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA

C. _____ Does the manager enforce and carry out organizational policies?

Comments: _____

D. _____ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?

Comments: _____

E. _____ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?

Comments: _____

F. _____ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

3. COMMUNICATION

A. _____ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?

Comments: _____

B. _____ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?

Comments: _____

C. _____ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?

Comments: _____

D. _____ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?

Comments: _____

E. _____ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?

Comments: _____

F. _____ Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

4. **COMMUNITY AND INTERGOVERNMENTAL RELATIONS**

A. _____ Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?

Comments: _____

B. _____ Does the manager have a successful, working relationship with the news media?

Comments: _____

C. _____ Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?

Comments: _____

D. _____ Does the manager project a positive public image, based on courtesy, professionalism, and integrity?

Comments: _____

_____ **Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

5. **MANAGEMENT AND ADMINISTRATION**

A. _____ Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?

Comments: _____

B. _____ Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?

Comments: _____

C. _____ Does the manager anticipate problems and develop effective solutions for solving them?

Comments: _____

D. ____ Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?
Comments: _____

E. ____ Does the manager structure administrative work plans designed to accomplish elected body's goals?
Comments: _____

____ **Total Score** (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 –Exceeded expectations; 10 – Outstanding

6. FINANCIAL MANAGEMENT

A. ____ Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?
Comments: _____

B. ____ Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?
Comments: _____

C. ____ Is the budget prepared in a readable and easy-to-understand format?
Comments: _____

D. ____ Does the manager keep the elected body apprised of major financial issues affecting the organization?
Comments: _____

E. ____ Does the manager monitor the budget to ensure that funds are spent correctly?
Comments: _____

F. ____ Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?
Comments: _____

____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

7. PERSONAL CHARACTERISTICS

A. _____ **IMAGINATION:** Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?

Comments: _____

B. _____ **OBJECTIVITY:** Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?

Comments: _____

C. _____ **ENERGY:** Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?

Comments: _____

D. _____ **JUDGMENT AND DECISIVENESS:** Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?

Comments: _____

E. _____ **INTEGRITY:** Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?

Comments: _____

F. _____ **SELF-ASSURANCE:** Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?

Comments: _____

_____ **Total Score (60 points possible)**

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

SECTION TWO: GOAL PERFORMANCE

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| GOAL 1 | | | | |
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| Performance-Level Term: (CIRCLE) | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| GOAL 2 | | | | |
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| Performance-Level Term: (CIRCLE) | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

| | | | | |
|--------|--|--|--|--|
| GOAL 3 | | | | |
|--------|--|--|--|--|

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| | | | | |
| <u>Performance-Level Term: (CIRCLE)</u> | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| GOAL 4 | | | | |
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| | | | | |
| <u>Performance-Level Term: (CIRCLE)</u> | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| GOAL 5 | | | | |
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| <u>Performance-Level Term: (CIRCLE)</u> | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

| | | | | |
|---|-----------------------------|------------------|-----------------------|-------------|
| GOAL 6 | | | | |
| OBJECTIVE | | | | |
| <i>Performance achieved</i> | | | | |
| <u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u> | | | | |
| <u>Performance-Level Term: (CIRCLE)</u> | | | | |
| 1 | 3 | 5 | 7 | 10 |
| Needs Improvement | Marginally Met Expectations | Met Expectations | Exceeded Expectations | Outstanding |

Conclusions

In what areas has the manager excelled over the past year?

What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?

Do you have other comments or observations you want to share with the manager?

Manager Comments:

COMPOSITE PERFORMANCE RATING

| SECTION ONE: BEHAVIORS (with points possible) | TOTAL SCORE | AVERAGE SCORE |
|--|--------------------|----------------------|
| 1. RELATIONS WITH ELECTED BODY (50) | _____ | _____ |
| 2. LEADERSHIP AND POLICY EXECUTION (60) | _____ | _____ |
| 3. COMMUNICATION (30) | _____ | _____ |
| 4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40) | _____ | _____ |
| 5. MANAGEMENT AND ADMINISTRATION (50) | _____ | _____ |
| 6. FINANCIAL MANAGEMENT (60) | _____ | _____ |
| 7. PERSONAL CHARACTERISTICS (60) | _____ | _____ |

SECTION ONE AVERAGE SCORE _____

SECTION TWO: GOAL PERFORMANCE

| | |
|--|-------|
| 1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY | _____ |
| 2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY | _____ |
| 3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS | _____ |
| 4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES | _____ |
| 5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY | _____ |
| 6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER | _____ |

SECTION TWO- AVERAGE SCORE _____

SECTION ONE + SECTION TWO = TOTAL / 2 = COMPOSITE SCORE _____

COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

| | |
|-----------------|---|
| 0 to 2.49 | No increase in base pay |
| > 2.50 to 3.49 | No increase or base pay equals 90 percent of comparables average (whichever is greater) |
| > 3.50 to 5.49 | Base pay equals average of comparables, no performance pay |
| > 5.50 to 7.49 | Base pay equals average of comparables plus 3% one-time performance pay |
| > 7.50 to 10.00 | Base pay equals average of comparables plus 5% one-time performance pay |

Sample Manager Performance Evaluation¹

Organization: _____

Evaluation period: _____ to _____

Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature _____

Date _____

Elected Body Member's Signature _____

Date Submitted _____

INSTRUCTIONS

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Please write legibly. Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the elected body to the manager as part of the agenda for the meeting indicated on the cover page.

¹ Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
 - _____ Exercises good judgment
 - _____ Displays enthusiasm, cooperation, and willingness to adapt
 - _____ Exhibits mental and physical stamina appropriate for the position
 - _____ Exhibits composure, appearance, and attitude appropriate for executive position
- Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

Initials _____

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
 - _____ Demonstrates a capacity for innovation and creativity
 - _____ Anticipates and analyzes problems to develop effective approaches for solving them
 - _____ Willing to try new ideas proposed by elected body members and/or staff
 - _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner
- Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH MEMBERS OF THE ELECTED BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
 - _____ Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions
 - _____ Disseminates complete and accurate information equally to all members in a timely manner
 - _____ Assists by facilitating decision making without usurping authority
 - _____ Responds well to requests, advice, and constructive criticism
- Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements elected body actions in accordance with the intent of council
- _____ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ + 5 = _____ score for this category
 Initials _____

5. REPORTING

- _____ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- _____ Responds in a timely manner to requests from the elected body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature
- _____ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- _____ Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ + 5 = _____ score for this category

6. CITIZEN RELATIONS

- _____ Is responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- _____ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal _____ + 5 = _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Manages the compensation and benefits plan professionally
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category Initials

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category Initials

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the community
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long-term trends
- _____ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the manager to enhance performance?

Initials _____

What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Initials _____

City of Aumsville

PERFORMANCE EVALUATION FORM

CONFIDENTIAL

Department Name _____

Employee's Name _____

Evaluation Period _____

Performance Evaluation

Rating Levels

Employee performance should be evaluated against the following levels of performance.

| Code | Performance Level | Definition |
|------|--|---|
| 6 | Exceptional | Exceptional performance which far exceeds the expected standards |
| 5 | Exceeds Requirements | Superior performance exceeding normal expectations of job success |
| 4 | Fully Effective | Performance meets all critical standards of competence |
| 3 | Developing Adequately With Improvement | Additional coaching or training time required to be fully effective. Employee may be in training mode or developing new skills. |
| 2 | Needs Improvement | Employee is not meeting all critical standards of performance and improvement is needed |
| NR | Not Rated | This factor cannot be rated |
| NA | Not Applicable | This factor is not applicable to this job. |

| Performance Evaluation Factors | Rating | Comments |
|---|--------|---|
| Knowledge/Technical Skills | | |
| Professional/technical competence | | Write comments here. |
| Awareness of external trends, issues | | |
| Knowledge of City policy, procedures, systems | | |
| Other skills, knowledge | | |
| Overall Average Rating for this Factor | | |
| Output and Productivity | | |
| Planning, organizing and time management | | Write comments here. |
| Efficiency/productivity/cost effectiveness | | |
| Energy, diligence, work habits | | |
| Initiative/independence/self direction | | |
| Response to deadlines, follow through | | |
| Technology management | | |
| Performance against goals and objectives | | |
| Attendance/punctuality | | |
| Overall Average Rating for this Factor | | |
| Judgment and Work Quality | | |
| Decision making, judgment | 4 | <p>Example add numbers $34/8 = 4.25$</p> <p>This rates the employee in both categories and over categories as well as over all evaluation. So an employee could perform below acceptable in an area and still overall they are performing a fully effective level. This way you can evaluate specific areas and coach others. I tend to provide feedback on this areas in the comments sections.</p> |
| Quality and accuracy | 5 | |
| Perception of role | 2 | |
| Creativity, innovation | 4 | |
| Vision and perspective | 4 | |
| Professionalism, "polish" | 5 | |
| Conduct and integrity | 5 | |
| Safety | 5 | |
| Overall Average Rating for this Factor | 4.25 | Do this for each section |

Write comments here.

Working Relationships

Teamwork/cooperation/coordination

Flexibility/adaptability

Diplomacy, persuasion, tact

Interpersonal skills

Oral communications

Client, customer service orientation

Dealing with public

Written communication

Overall Rating for this Factor

Write comments here.

Overall Performance Rating

Overall Comments:

Write comments here.

| |
|--|
| |
|--|

| | | |
|----------------------------|-----------------------------------|------------|
| Rater's Signature _____ | Department Head _____ | Date _____ |
| Reviewer's Signature _____ | City Administrator or Mayor _____ | Date _____ |

Goals & Development Plans:

Training & Development:

| | |
|--|---|
| | <i>Please indicate the type of training that is required next year.</i> |
| | Development _____ |
| | <input type="checkbox"/> Enhancement Please list |
| | <input type="checkbox"/> Re-certification Please list |

| | |
|--|--|
| | <p><input type="checkbox"/> Career Advancement</p> <p>Please list</p> |
|--|--|

Employee Comments:

Regarding your job and/or evaluation.

This is filled out by the employee

Goals:

Training: Please indicate the type of training, if any, that you would like to participate in.

Employee's Signature _____ Date _____

IRRIGON

Manager Evaluation Form

CONFIDENTIAL

| | |
|-------------------|--|
| Employee name | |
| Title/Position | |
| Date of hire | |
| Evaluation period | |
| Time in position | |
| Present salary | |

SECTION 1:

Job knowledge: Consider how well the Manager knows the duties of the job.

- a. Inadequate knowledge of the job.
- b. Fair job knowledge.
- c. Well informed, good job knowledge.
- d. Exceptional knowledge of the job.

Comments:

Initiative: Consider how well Manager plans work and goes ahead with a job without being told every detail.

- a. Inadequate performer; must be lead every step of the way.
- b. Routine worker; rarely shows initiative.
- c. Progressive worker; shows creative imagination.
- d. Always busy, excellent planner, lots of good ideas, very ambitious.

Comments:

Quality of work: Consider accuracy of work

- a. Inadequate performer; must be lead every step of the way.
- b. Routine worker; rarely shows initiative.
- c. Progressive worker; shows creative imagination.
- d. Always busy, excellent planner, lots of good ideas, very ambitious.

Comments:

Cooperation: Consider attitude toward associates and willingness to work with and for others

- a. Cooperates reluctantly.
- b. Acceptable to the group. Meets minimum requirements.
- c. Gets along well with others.
- d. Goes out of the way to get along well with others.

Comments:

Reliability: Consider attitude toward work

- a. Cannot be relied upon and requires close checking.
- b. Frequent tardiness. Attendance regular.
- c. Occasionally late or absent.
- d. Never late or absent without good reason. Is dedicated to the position.

Comments:

SECTION 2: Rating Criteria

For each performance criteria below, please use the following rating scale:

B- (below) M- (meets-) M (meets) M+ (meets+) E (exceeds)

M+ and E are measurable. Define in comments.

Interpersonal Skills/Relationships

- Ability to relate to others; makes people feel at ease, even in difficult situations.
- Is able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.
- Fosters cooperative communication and working relationships with Board.
- Has the ability to utilize appropriate media for communication, -- TV, radio, newspaper, group interaction, individual meetings.
- Skilled in negotiation techniques in a variety of scenarios – employee, board, public, and interagency.
- Demonstrates sensitivity to individuals/groups as appropriate.

Comments/Examples of Performance:

Leadership

- Supports and manages in accordance with identified Values and Mission.
- Uses sound judgment in decision making; seeks out all relevant and necessary data, makes decisions in a timely manner.
- Directs utilization of resources effectively.
- Crises and/or emergencies are handled in an effective, efficient, and professional manner.
- Leads staff in a respectful and professional manner

Comments/Examples of Performance:

Planning

- ___ Participates with Board and Staff in strategic planning.
- ___ Exhibits a forward-thinking approach, both in the short- and long- term.
- ___ Utilizes effective project management techniques.
- ___ Sets objectives for performance and manages toward those objectives.
- ___ Completes projects agreed upon with Board within the given time frame.

Comments/Examples of Performance:

Management

- ___ Able to delegate authority, granting proper authority at the proper times; good judge of when and when not to delegate.
- ___ Utilizes a positive approach to direct work efforts of staff.
- ___ Addresses employee issues promptly and effectively.
- ___ Encourages and rewards initiative.
- ___ Promotes cohesive teamwork with the Management Team.
- ___ Effectively evaluates performance of subordinates in their different areas.

Comments/Examples of Performance:

Relationship with City Council:

- ___ Effectively implements procedures and programs in line with Board goals and policies.
- ___ Reporting to Board is timely, clear, concise and thorough.
- ___ Accepts direction or instructions in a positive manner
- ___ Achieves goals set by or in conjunction with Board
- ___ Communicates timely and effectively with Board through written and informal communication.
- ___ Administers council policy decisions consistent with Board intent
- ___ Completes council directives in a timely manner.
- ___ Assists Board in development of goals and strategic planning.

Comments/Examples of Performance:

Use the space below to describe the employee's strengths and weaknesses and to account for any factors not covered above. Give examples of work well done and goals/objectives for improving performance.

REMARKS:

Manager Performance Self-Evaluation
(To be given to the Manager a before performance evaluation meeting)

| | |
|-------------------|--|
| Name | |
| Title | |
| Date of hire | |
| Evaluation period | |
| Time in position | |
| Present salary | |

List areas in which you significantly contributed in the past six/twelve months. (Not routine activities.)

What would you like to have accomplished but didn't?

How do you see your role changing? Give examples.

List goals you would like to accomplish in the next 12 months (in your position).

Do you feel that you are reactive or proactive?

Do you feel like you are receiving adequate training for your position?

What do you think the Board can do to help you? In what ways?

Are you satisfied with your career/position?

Comments:

Over-all Evaluation

- Unsatisfactory
- Improvement needed
- Competent
- Excellent
- Outstanding

Signatures

This evaluation is based on Board observations and/or knowledge. It represents the Board's judgment of the employee's performance.

Chair: _____

Date: _____

This report has been discussed with me.

Employee's signature: _____

Date: _____

City of Sodaville Performance Evaluation

City Administrator

PURPOSE

The purpose of the employee performance evaluation and development report is to increase communication between the City Council and the City Administrator concerning the performance of the City Administrator in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives.

PROCESS

1. The Mayor and Council members will complete a performance evaluation for the City Administrator.
2. The Mayor will tabulate the results of the evaluation forms and create a compiled evaluation.
3. The Mayor and Council Members will meet in executive session with the City Administrator to discuss his/her compiled evaluation. After being dismissed, the Mayor and Council will discuss the performance of the City Administrator.
4. The Mayor will procure the concurrence/dissent of each Council member.
5. The Mayor and Council will meet with the City Administrator in executive session to review the evaluation, unless the City Administrator requests an open hearing.

INSTRUCTIONS

Review the employee's work performance for the entire period; try to refrain from basing judgement on recent events or isolated incidents only. Disregard your general impression of the employee and concentrate on one factor at a time.

Evaluate the employee on the basis of standards you expect to be met for the job to which assigned considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below.

Performance Evaluation

City Administrator

Date: _____

RATING SCALE DEFINITIONS (1-5)

- Unsatisfactory (1) - The employee’s work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level cannot be allowed to continue.
- Improvement Needed (2) The employee’s work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
- Meets Job Standard (3) The employee’s work performance consistently meets the standards of the position.
- Exceeds Job Standard (4) The employee’s work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
- Outstanding (5) The employee’s work performance is consistently excellent when compared to the standards of the job.
- Not Observed (NO) The employee’s work performance was not observed during this evaluation period.

I. Performance Evaluation and Achievements

| 1. <u>City Council Relationships</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>NO</u> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| A. Effectively implements policies and programs approved by the City Council. | — | — | — | — | — | — |
| B. Reporting to the City Council is timely, clear concise and thorough. | — | — | — | — | — | — |
| C. Accepts direction/instructions in a positive manner. | — | — | — | — | — | — |
| D. Effectively aids the City Council in establishing long range goals. | — | — | — | — | — | — |
| E. Keeps the City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc. | — | — | — | — | — | — |

Comments: _____

2. Public Relations

1 2 3 4 5 NO

A. Projects a positive public image.

B. Is courteous to the public at all times.

C. Maintains effective relations with media representatives.

Comments:

3. Employee Relations

1 2 3 4 5 NO

A. Works well with other employees.

B. Seeks to develop skills and abilities of employees.

C. Motivates employees toward the accomplishment of goals and objectives.

D. Delegates appropriate responsibilities.

Comments:

4. Fiscal Management

1 2 3 4 5 NO

- A. Prepares realistic annual budget. _____
- B. Seeks efficiency, economy and effectiveness in all programs. _____
- C. Controls expenditures in accordance with approved budget. _____
- D. Keeps City council informed about revenues and expenditures, actual and projected. _____
- E. Ensures that the budget addresses the City Council's goals and objectives. _____

Comments: _____

5. Communication

1 2 3 4 5 NO

- A. Oral communication is clear, concise and articulate. _____
- B. Written communications are clear, concise and Accurate. _____

Comments: _____

6. Quantity/Quality

1 2 3 4 5 NO

- A. Amount of work performed. _____
- B. Completion of work on time (meets deadlines). _____
- C. Accuracy. _____
- D. Thoroughness. _____

Comments: _____

7. Personal Traits

1 2 3 4 5 NO

A. Initiative.

B. Judgement.

C. Fairness and Impartiality.

D. Creativity.

Comments:

8. Intergovernmental Affairs

1 2 3 4 5 NO

A. Maintains effective communication with local, regional, state and federal government agencies.

B. Financial resources (grants) from other agencies are pursued.

C. Contributes to good government through regular participation in local, regional and state committees and organizations.

D. Lobbies effectively with legislators and state agencies regarding City programs and projects.

Comments:

Achievements relative to objectives for this evaluation period:

-
-
-
-
-
-

II. Summary Rating

Overall Performance Rating – Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided:

Unsatisfactory ____ Improvement ____ Meets Job ____ Exceeds Job ____ Outstanding ____
 Needed Standards Standards

Comments: _____

III. Future Goals and Objectives

Specific goals and objectives to be achieved in the next evaluation period:

- _____
 - _____
 - _____
 - _____
 - _____
 - _____
 - _____
 - _____
 - _____
 - _____
- _____

This evaluation has been reviewed and discussed between the City Council and the City Administrator on:

Sodaville City Council

Concurrence

Mayor Hibbert

YES / NO

Council President Roger Perry

YES / NO

Councilor Ray Jackman

YES / NO

Councilor Jeff Hensley

YES / NO

Councilor Brian Lewis

YES / NO

City Administrator Judy Smith

Next Evaluation Date

City of Mt. Angel

City Manager Annual Performance Evaluation

Evaluation Period: June 2017, 6 month review

City Manager: Amber Mathiesen

I. Introduction

The Manager's employment agreement has a section titled "Evaluation, Termination and Severance" which indicates that at the conclusion of six (6) months' service, the City Council will conduct an initial performance evaluation of Manager. Following the initial evaluation, the City Manager will be evaluated per their contract.

II. Evaluation

1. On a scale of 1-5 (1 being poor 5 being excellent) please rate the Manager in the following areas:

| Performance Category | Score |
|--|-------|
| Professionalism | |
| Relations with elected members of the governing body | |
| Policy execution | |
| Reporting/Communication | |
| Citizen Relations | |
| Staffing/Supervision | |
| Fiscal Management | |

2. Overall, what's working well?

3. What does the City Manager do well? (Suggested topics to cover include: Relationships with Mayor/Council, staff leadership, fiscal management, policy advice, community relationships, intergovernmental relations, etc.)

4. What could the City Manager do better? (Suggested topics to cover include: Relationships with Mayor/Council, staff leadership, fiscal management, policy advice, community relationships, intergovernmental relations, etc.)

5. What is missing or needs action?

6. How is the City Manager doing in terms of implementing Council goals and policies?

III. Goals and Objectives for the Past Evaluation Period

IV. Goals and Objectives for the Upcoming Evaluation Period

V. Other Comments

This evaluation was reviewed and approved by the City Council as noted with signatures and dates below.

Andy Otte, Mayor Date

Ray Eder, Councilor Date

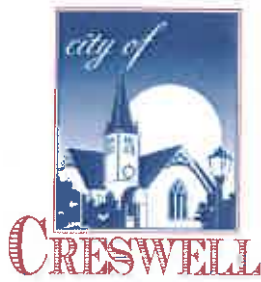
Kelly Grassman, Council President Date

Don Fleck, Councilor Date

Darren Beyer, Councilor Date

Pete Wall, Councilor Date

Karl Bischoff, Councilor Date



CITY OF CRESWELL ADMINISTRATOR EVALUATION POLICY

I. Policy

A. The City Council shall conduct an annual review and evaluation of the City Administrator's performance every November. The result of such evaluation shall commend areas of good performance and point of areas for improvement.

B. The evaluation process shall consist of an assessment of:

1. The City Administrator's achievement in implementing specified Council goals over the past year.

2. How the City Administrator performed the job, any Qualitative Considerations.

II. Evaluation Criteria and Instrument

The evaluation form shall consist of eight sections:

1. Goals/work assignment and City Administrator's progress.

2. Other goals and accomplishments.

3. Future goals/work assignments.

4. Job-related career goals.

5. Qualitative considerations.

6. Performance summary.

7. Performance improvements and recommended plan of action.

8. Merit increase recommendation.

III. Process

- A. City Council will meet with the City Administrator in a Goal Setting meeting before March of the calendar year. Goals for the next year will be discussed and decided.
- B. In October, City Council will be given the City Administrator Evaluation form. Each Councilor completes the form, signs, dates and returns to the City Recorder to be held until the evaluation.
- C. In November, an executive session will be held with the City Council and City Administrator to review the evaluation.

CITY OF CRESWELL
PERFORMANCE EVALUATION FORM FOR CITY ADMINISTRATOR

City Administrator:

City Councilor:

Review Period:

Date:

Section I – GOALS/WORK ASSIGNMENTS AND EMPLOYEE’S PROGRESS (List the goals/work assignments set during the goal-setting meeting. Explain the progress made on each goal and comment on how well it was accomplished.)

Section II – OTHER GOALS AND ACCOMPLISHMENTS (List the other goals and accomplishments for job-related activities.)

Section III – FUTURE GOALS/WORK ASSIGNMENTS (List the goals/work assignments set by City Council and City Administrator for the next evaluation period.)

Section IV – JOB-RELATED CAREER GOALS (List training, schooling or other career development programs needed to accomplish goals.)

Section V – QUALITATIVE CONSIDERATIONS (Describe any non-goal related considerations or comments related to the City Administrator’s job performance.)

Section VI – PERFORMANCE SUMMARY (Evaluate the City Administrator’s strengths, weaknesses, and overall level of competency not covered in sections 1-5.)

Section VII – PERFORMANCE IMPROVEMENTS AND RECOMMENDED PLAN OF ACTION (Describe the plan of action to be taken by the City Administrator and City Council to improve the employee’s performance.)

Section VIII – MERIT INCREASE RECOMMENDATION (Please check one.)

- Not Applicable
- This employee performed satisfactorily or better and should be granted a merit increase
- This employee has not met my expectations for satisfactory performance and should not be granted a merit increase

COUNCILOR SIGNATURE _____



RESOLUTION 2017-xxx

A RESOLUTION ADOPTING PROTOCOL AND AN EVALUATION DOCUMENT CONTAINING CRITERIA FOR THE REVIEW AND EVALUATION OF THE CITY MANAGER'S JOB PERFORMANCE AND DESCRIBING PROCESS FOR OBTAINING STAFF ASSESSMENT OF MANAGER'S PERFORMANCE

WHEREAS, the Sherwood City Council wishes to adopt a set of criteria to assist it and the City Manager in evaluating the City Manager's job performance;

WHEREAS, Exhibit "A" attached to this Resolution is a document which contains the criteria the Council wishes to use in performing its evaluation; and

WHEREAS, Council believes it necessary and appropriate for review and evaluation of the City Manager to obtain input from senior staff concerning their perceptions of the City Manager's performance.

NOW THEREFORE BASED ON THE FOREGOING, the City of Sherwood hereby resolves as follows:

- Section 1.** Exhibit "A" is hereby established as the City's Evaluative device for assessing the City Manager's job performance. The Mayor and Council President may, if they choose, delegate their duties described in Exhibit "A" to the City Attorney's Office.
- Section 2.** The terms of this resolution shall be and are effective as of the date of the adoption of this resolution by City Council.

Duly passed by the City Council this 19th day of September 2017.

Krisanna Clark-Endicott, Mayor

Attest:

Sylvia Murphy, CMC, City Recorder



CITY OF SHERWOOD PERFORMANCE EVALUATION CITY MANAGER

PURPOSE

The purpose of the City Manager's employee performance evaluation is to ensure communication between the City Council and City Manager concerning the City Manager's performance relative to his/her assigned duties and responsibilities as well as establishment of specific work-related goals and objectives.

PURPOSE

The Sherwood City Council will conduct a review and evaluation of the City Manager's work performance at least annually.

1. The City Manager prepares a memorandum to Council including his/her self-evaluation using the same performance evaluation form given to Council.
2. A confidential copy of the memorandum and self-evaluation will be distributed to Council members.
3. Senior Staff will be offered the chance, utilizing criteria described in Exhibit "A", to provide Council with their collective and individualized observations/perceptions on the City Manager's performance. These observations/perceptions will be treated as confidential and provided to the City Attorney's Office for that Office's compilation, summarization and transmittal to Council prior to beginning Step 4 below.
4. Electronic Evaluation forms to be used by Council members will be distributed by the City Attorney's Office.
5. Each council member will complete the online or paper form, if requested, and return it to the Mayor and Council President. The Mayor and Council President will tabulate and summarize the results of the evaluation forms as submitted and create a compiled evaluation. The Mayor and Council President can elect to have the City Attorney's Office complete this task.
6. Prior to the executive session the composite evaluation, memorandum, and self-evaluation will be distributed to Council in confidential documents.
7. The Mayor and council members will meet in executive session with the City Manager to discuss his/her compiled evaluation.
8. After the City Manager is dismissed the Mayor and Council will discuss the performance of the City Manager in executive session.
9. The City Council will meet with the City Manager in executive session to review the evaluation and performance, unless the City Manager requests an open meeting.

10. The Mayor will schedule a City Council meeting to adopt a resolution approving the final performance evaluation.
11. The Mayor will schedule a work session or Council agenda item if compensation or contract changes are desired by Council.

INSTRUCTIONS

Review the City Manager’s work performance for the entire period under review; refrain from basing the evaluation solely on recent events or isolated incidents. Disregard your general impressions concentrating instead on each factor, one at a time. Evaluate based on standards you expect to be met for the position giving due consideration for the length of time he/she has held it. Check the number which most accurately reflects the level of performance for the factor being appraised using the rating scale described below. If you did not have an opportunity to observe a factor during the evaluation period, indicate so in the N/O column next to the factor.

**CITY MANAGER
PERFORMANCE
EVALUATION**

DATE: _____

RATING SCALE DEFINITIONS (1-5)

Unsatisfactory (1)

The employee’s work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level cannot be allowed to continue.

Improvement Needed (2)

The employee’s work performance does not consistently meet the standards for the position. Serious effort is needed to improve performance.

Meets Job Standards (3)

The employee’s work performance consistently meets the standards of the position.

Exceeds Job Standards (4)

The employee’s work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.

Outstanding (5)

The employee’s work performance is consistently excellent when compared to the standards of the job.

N/O

No Opinion.

I. PERFORMANCE EVALUATION AND ACHIEVEMENTS

1. City Council Relationships

- A. Effectively implements policies and programs approved by City Council. 1 2 3 4 5 N/O
- B. Reporting to City Council is timely, clear, concise and thorough. 1 2 3 4 5 N/O
- C. Accepts direction/instructions in a positive manner. 1 2 3 4 5 N/O
- D. Effectively aids City Council in establishing long range goals. 1 2 3 4 5 N/O
- E. Keeps City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc. 1 2 3 4 5 N/O
- F. Provides City Council with clear reports of anticipated issues that could come before the City Council. 1 2 3 4 5 N/O
- G. Assists City Council in resolving problems at the administrative level to avoid unnecessary Council action. 1 2 3 4 5 N/O
- H. Council agenda packet preparation is thorough and timely. 1 2 3 4 5 N/O
- I. Participates in City Council discussions and makes recommendations where appropriate, but allows Council to make policy decisions without exerting undue pressure. 1 2 3 4 5 N/O

Comments:

2. Community/Public Relations

- A. Represents City with positive outlook and image. 1 2 3 4 5 N/O
- B. Is courteous to public at all times. 1 2 3 4 5 N/O
- C. Seeks to use criticism of self or City in positive ways. 1 2 3 4 5 N/O
- D. Maintains effective relations with media representatives. 1 2 3 4 5 N/O
- E. Available and visible to citizens. 1 2 3 4 5 N/O
- F. Open to suggestions from the public concerning improvements in services. 1 2 3 4 5 N/O
- G. Resolves citizen complaints consistent with Council policy in a timely manner. 1 2 3 4 5 N/O
- H. Open and honest with citizens. 1 2 3 4 5 N/O
- I. Development of community correspondence and events to inform and involve the public. 1 2 3 4 5 N/O

Comments:

3. Effective Leadership of Staff

- A. Encourages Department Directors to make decisions within their own jurisdiction without City Manager approval, yet maintains general control of administrative operations. 1 2 3 4 5 N/O
- B. Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs. 1 2 3 4 5 N/O
- C. Provides clear expectations and assignments, with deadlines, for Department Directors and holds them accountable. 1 2 3 4 5 N/O
- D. Has developed a friendly and informal relationship with the workforce as a whole, yet maintains the prestige and dignity of the City Manager office. 1 2 3 4 5 N/O
- E. Recruits and retains competent personnel for City positions. 1 2 3 4 5 N/O
- F. Provides an overall environment that encourages good employee morale, lessens employee turnover, and creates employee satisfaction in ability to participate in decision-making. 1 2 3 4 5 N/O

Comments:

4. Fiscal Management

- A. Prepares and proposes in a timely manner a balanced, understandable and realistic budget. 1 2 3 4 5 N/O
- B. Budget is well documented and organized to assist City Council with policy decisions. 1 2 3 4 5 N/O
- C. Seeks efficiency, economy and effectiveness in all programs. 1 2 3 4 5 N/O
- D. Controls expenditures in accordance with the approved budget. 1 2 3 4 5 N/O
- E. Keeps City Council informed about revenues and expenditures, actual and projected. 1 2 3 4 5 N/O
- F. Makes sound decisions that consider cost/benefit. 1 2 3 4 5 N/O
- G. Shows innovation in reducing expenses. 1 2 3 4 5 N/O

Comments:

5. Personal Traits

- A. Controls emotions effectively in difficult situations. 1 2 3 4 5 N/O
- B. Is creative in developing practical solutions to problems faced in the course of work. 1 2 3 4 5 N/O
- C. Is flexible in accepting and adjusting to change. 1 2 3 4 5 N/O
- D. Demonstrates personal honesty and frankness in day-to-day relationships. 1 2 3 4 5 N/O
- E. Seeks to improve own skills and knowledge. 1 2 3 4 5 N/O
- F. Completes work in acceptable time periods. 1 2 3 4 5 N/O
- G. Anticipates problems and develops effective approaches for solving them. 1 2 3 4 5 N/O
- H. Invests sufficient efforts toward being diligent and thorough in the discharge of duties. 1 2 3 4 5 N/O
- I. Composure, appearance, and attitude fitting for an individual in his/her executive position. 1 2 3 4 5 N/O

Comments:

6. Communication

- A. Written communications are clear, concise and accurate. 1 2 3 4 5 N/O
- B. Oral communications are clear, concise and expressed effectively. 1 2 3 4 5 N/O
- C. Keeps all City Councilors informed about important issues. 1 2 3 4 5 N/O

Comments:

7. Decision Making

- A. Attempts to obtain all available facts prior to making a decision. 1 2 3 4 5 N/O
- B. Is objective in decision making. 1 2 3 4 5 N/O
- C. Considers possible alternatives and their consequences before making a decision. 1 2 3 4 5 N/O
- D. Ability to reach timely decisions, and initiate action, without being compulsive. 1 2 3 4 5 N/O
- E. Uses common sense, tact and diplomacy. 1 2 3 4 5 N/O
- F. Notifies all affected parties prior to implementing decisions. 1 2 3 4 5 N/O

Comments:

8. Intergovernmental Relationships

- A. Represents City to intergovernmental bodies. 1 2 3 4 5 N/O
- B. Effective communication with local, regional, state, and federal government agencies. 1 2 3 4 5 N/O
- C. Financial resources (e.g. cost sharing, grants, etc.) from other organizations are pursued. 1 2 3 4 5 N/O
- D. Contributes to good government through participation in local, regional, and state committees and organizations. 1 2 3 4 5 N/O
- E. Lobbies effectively with legislators and state agencies regarding City programs and projects. 1 2 3 4 5 N/O

Comments:

II. What have been the finest accomplishments of the City Manager this past year?

III. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

IV. SUMMARY RATING

Overall Performance Rating - the following overall rating is calculated by averaging each of the above ratings: _____

V. FUTURE GOALS AND OBJECTIVES

Specific goals and objective to be achieved in the next evaluation period:

This evaluation was reviewed and discussed between the City Council and the City Manager on: _____.

City Council

Concurrence

Krisanna Clark-Endicott, Mayor

YES / NO

Jennifer Harris, Council President

YES / NO

Kim Young

YES / NO

Sally Robinson

YES / NO

Jennifer Kuiper

YES / NO

Sean Garland

YES / NO

City Manager

Joseph Gall
