

## Council Review of City Manager

### INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a several statements describing a behavior standard in that category. For each statement, use the following scale to rank the city manager's performance.

- |                          |  |
|--------------------------|--|
| <b>5 = Excellent</b>     | (almost always exceeds the performance standard) |
| <b>4 = Above Average</b> | (generally exceeds the performance standard)     |
| <b>3 = Average</b>       | (generally meets the performance standard)       |
| <b>2 = Below Average</b> | (usually does not meet the performance standard) |
| <b>1 = Poor</b>          | (rarely meets the performance standard)          |

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

Please leave all pages of this evaluation form attached and initial each page. All the results will be summarized into a performance evaluation to be presented to the City Manager as part of his annual review.

### INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, a "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt
- \_\_\_\_\_ Mental and physical stamina appropriate for the position
- \_\_\_\_\_ Exhibits composure, appearance and attitude appropriate for the position
- \_\_\_\_\_ Is available and in town for important meetings and civic events

## **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 Council, staff, or citizens
- \_\_\_\_\_ Sets a professional example in handling affairs of the office in a fair and impartial manner

## **RELATIONS WITH ELECTED MEMBERS OF THE CITY COUNCIL**

- \_\_\_\_\_ Carries out directives of the Council as a whole rather than those of any one individual or minority group
- \_\_\_\_\_ Sets meeting agendas that reflect the wishes of the Council
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Assists the Council by facilitating decision making without usurping authority
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism

## **POLICY EXECUTION**

- \_\_\_\_\_ Implements Council's actions in accordance with the intent of the Council
- \_\_\_\_\_ Supports the actions of the Council after a decision has been reached
- \_\_\_\_\_ Understands 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 Council for changes in law or policy when an existing policy or ordinance is no longer appropriate

## **REPORTING**

\_\_\_\_\_ Provides regular information and reports to the Council concerning matters of importance to the local government

\_\_\_\_\_ Responds in a timely manner to requests from the Council for special reports

\_\_\_\_\_ Takes the initiative to provide information and recommendations to the Council on matters that are not routine

\_\_\_\_\_ Reports produced by the manager are accurate, comprehensive, and concise

\_\_\_\_\_ Produces and handles reports conveying the message that affairs of the organization are open to public scrutiny

## **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

## **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

## **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

## **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

## **COMMUNITY**

- \_\_\_\_\_ Keeps community well informed of all issues facing the city
- \_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the city
- \_\_\_\_\_ Establishes methods for civic engagement
- \_\_\_\_\_ 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

## **LEADERSHIP**

- \_\_\_\_\_ Leads by example
- \_\_\_\_\_ Encourages staff to bring ideas to the Council
- \_\_\_\_\_ Facilitates good working relationship among Council members
- \_\_\_\_\_ Brings creative and innovative ideas to the Council

# Staff Evaluation of City Manager

## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a several statements describing a behavior standard in that category. For each statement, use the following scale to rank 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"

All the results will be summarized as part of a performance evaluation and presented to the City Manager as part of his annual review. **All responses will be anonymous.**

## INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt
- \_\_\_\_\_ Exhibits composure, appearance and attitude appropriate for the position
- \_\_\_\_\_ Is available and in town for important meetings and civic events
- \_\_\_\_\_ Provides guidance and innovation for challenging issues

## 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 solutions
- \_\_\_\_\_ Willing to try new ideas proposed by Council, staff, or citizens
- \_\_\_\_\_ Sets a professional example in handling affairs of the office in an impartial manner
- \_\_\_\_\_ Demonstrates thorough knowledge issues and duties of all departments

## **POLICY EXECUTION**

- \_\_\_\_\_ Supports the actions of the Department after a decision has been reached
- \_\_\_\_\_ Understands and enforces local government's laws, policies, and ordinances
- \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives for changes in law or policy when an existing policy or ordinance is no longer appropriate

## **REPORTING**

- \_\_\_\_\_ Provides regular information and reports concerning departmental and city matters
- \_\_\_\_\_ Responds in a timely manner to requests
- \_\_\_\_\_ Takes initiative to provide information and recommendations on matters brought forward by staff
- \_\_\_\_\_ Reports produced by the manager are accurate, comprehensive, and concise
- \_\_\_\_\_ Encourages transparency in all dealings with Council, staff and citizens

## **CITIZEN RELATIONS**

- \_\_\_\_\_ Responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- \_\_\_\_\_ Is committed to maintaining citizen satisfaction with city services

## **STAFFING**

- \_\_\_\_\_ Understands department staffing needs
- \_\_\_\_\_ Transmits funding and staffing issues effectively to Council

- \_\_\_\_\_ 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

### **SUPERVISION**

- \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls
- \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and work force
- \_\_\_\_\_ Provides appropriate direction to staff through annual performance reviews, setting goals and objectives, assessing progress, and providing appropriate feedback
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among the staff members

### **FISCAL MANAGEMENT**

- \_\_\_\_\_ Prepares a balanced budget to provide services requested by staff
- \_\_\_\_\_ Consults all departments concerning budget cuts
- \_\_\_\_\_ Applies cuts equitably among departments, in accordance with a sustainable plan
- \_\_\_\_\_ 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

\_\_\_\_\_ Budgetary matters are presented fully and understandably

## **COMMUNITY**

\_\_\_\_\_ Keeps community well informed of all issues facing the city

\_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the city

\_\_\_\_\_ Establishes methods for civic engagement

\_\_\_\_\_ Cooperates with neighboring communities and the county

\_\_\_\_\_ Cooperates with other regional, state and federal government agencies

## **LEADERSHIP**

\_\_\_\_\_ Leads by example

\_\_\_\_\_ Encourages staff to bring ideas to the Council

\_\_\_\_\_ Facilitates good working relationship among departments

\_\_\_\_\_ Generates and offers creative and innovative ideas

## **GENERAL ASSESSMENT**

\_\_\_\_\_ Is competent

\_\_\_\_\_ Is a good leader

\_\_\_\_\_ Encourages innovation and creativity

\_\_\_\_\_ Creates a pleasant and safe working environment

\_\_\_\_\_ Is supportive of staff

\_\_\_\_\_ Is respectful of staff

\_\_\_\_\_ Handles issues in a competent and timely manner

# City Manager Self-Assessment

As part of your performance review, we would like to provide an opportunity for you to give us input regarding your own evaluation your job and the supervision we provide.

1. Please list 3-5 major problems facing the city at this time.
2. Please list 3-5 strengths you feel you bring to this position.
3. Please list 3-5 weaknesses you have in your current position.
4. Please list 3-5 ways in which the Council could assist you in your position.
5. Please list 3-5 failings in the supervisory oversight provided by the Council.
6. Please list 3-5 ideas you would like to implement during the next year.